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September 1997 - June 1998

Working Together

Employee Development Programs and Services for State and Local Government

Building a Quality Workforce

GOVERNMENT DOCUMENTS
COLLECTION

JAN 20 1998

University of Massachusetts
Depository Copy

Commonwealth of Massachusetts
Human Resources Division

THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE DEPARTMENT
STATE HOUSE • BOSTON 02133
(617) 727-3600

ARGEO PAUL CELLUCCI
GOVERNOR

August 6, 1997

Dear Colleague:

I am pleased to present the FY98 catalogue of employee training and development programs for state and local government. I encourage you to review the courses described herein with a view toward enhancing your own professional development and that of your workforce.

Career development and training are high priorities of my Administration. We all need to recognize the critical importance of strengthening the Commonwealth's human resources to meet the challenges and opportunities ahead. Indeed, the continuous improvement of skills is a key factor in the delivery of high-quality services to the citizens of Massachusetts.

I urge you to take advantage of the excellent programs and services offered by the Massachusetts Human Resources Division.

Sincerely,

Paul Cellucci

Argeo Paul Cellucci

THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE
HUMAN RESOURCES DIVISION
ONE ASHBURTON PLACE, BOSTON, MA 02108

ARGEO PAUL CELLUCCI
Governor

CHARLES D. BAKER
Secretary

JAMES J. HARTNETT, JR.
Personnel Administrator

August 6, 1997

Dear Fellow Employee,

I am pleased to present the FY98 Human Resources Division's Training Course Catalogue. It provides quality management and staff training and development opportunities for state and local government employees. Our Training Group has worked closely with your Department Training Liaison Officer to identify and offer programs that are relevant to management and staff development needs at all levels of government.

As government managers and employees, we are faced with the challenge of using limited resources to provide high quality services and programs to the citizens of the Commonwealth. Continuously enhancing our knowledge and skills is critical to our ability to meet this challenge. The programs and services in this Catalogue have been designed to assist you in this effort. I urge you to take advantage of them. An investment in training and development is an investment in our future.

I welcome your comments and suggestions on any aspect of these programs and services.

Sincerely,

James J. Hartnett, Jr.
Personnel Administrator

Publication No. 17897-76-16,500-7/97
Approved by: Philmore Anderson III, State Purchasing Agent

Cover Photo taken by Jimmy Dieu

Fiscal Year 1998 Training Catalogue

Commonwealth of Massachusetts
Human Resources Division

MISSION

HUMAN RESOURCES DEVELOPMENT FOR ALL GOVERNMENT EMPLOYEES

Human Resources Division—Training Group
The Human Resources Division (HRD) Training Group is pleased to present its annual course catalogue of programs and services. We will work together with you to reach the common goal of developing the human resource potential, motivation, creativity, productivity and career satisfaction of all public agency employees.

Who Are We
The Training Group at the HRD is the Commonwealth's central training and development organization for all government employees. The staff brings extensive professional experience to human resource development. The Training Group provides generalized skills training and internal consulting to complement and enhance the resources of individual departments.

What We Do
The Training Group offers employee training and development programs and services for all levels of state and local government. We also provide opportunities for networking, resource sharing and technical assistance.

The Training Group offers:

- A core of quality training programs;
- Internal consulting on department training and organizational development;
- A directory of certified trainers;
- Information about educational opportunities.

Executive Office for Administration and Finance
Charles D. Baker, Secretary
James J. Hartnett, Jr., Personnel Administrator

Training Group:
Coleman S. Kelly, Training Director
Mary J. Leoney, Deputy Training Director

Jean M. Comparetti, Training Manager
Eric R. Day, Intern
Jimmy V. Dieu, Registrar/PC Labs Supervisor
Michelle Finnegan, Trainer
Sally M. Massaquoi, Administrative Secretary
Nancy W. Parsley, Trainer
Kelley B. Rolfe, Trainer
Marsha I. Wilson, Training Program Coordinator

ORGANIZATION GOAL

ORGANIZATION GOAL:

To assist in the development of your Department's annual training plan. The central training programs and services are your primary source for general staff and management development.

HRD STANDARD:

It is recommended that 1% of your Department's operating budget be allocated to providing training. This fiscal commitment will help provide a minimum of 30 hours of training per year for every employee.

REGISTRATION:

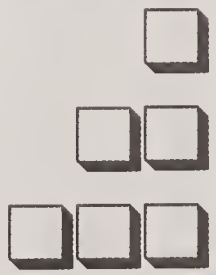
DEADLINE:

September 5, 1997 for all Fall Programs
Agencies are encouraged to submit registration requests for the entire year in keeping with their annual HRD training commitment.

December 16, 1997 for all Spring Programs

Continuous Registration
Program slots can be requested on a continuing basis and will be accepted if space is available.

The HRD Training Group will provide technical assistance to state and local government departments on developing their annual training plan and completing their registration.



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NEW FEATURES

New Office Location:

HRD's Training Group is now located in Room 1002 at One Ashburton Place, Boston. The telephone number is 617-727-3777, ext.581. The new fax number is 617-727-4331.

New Classrooms:

The HRD Training Group has added a new state of the art PC lab on the fifth floor and new classrooms on the tenth floor of One Ashburton Place in order to increase the number and frequency of training courses.

New Offerings:

PC Courses

- a wider variety of courses
- various training formats
- reduction in price
- more convenient scheduling
- single agency dedicated training at a special rate of $100 per person per six (6) hour class for 10 or more participants

New Management and Staff Courses

- Creating Results Through Influence and Partnering
- 360^0 Feedback
- Foundations for Public Deliberation
- Effective EPRS Communication Skills
- Train-The-Trainer Certificate Program
- HRD's Breakfast Roundtable Management Information Series
- Understanding and Preventing Sexual Harassment in the Workplace: Train-The-Trainer

VideoConference Center

Information technologies are extending the delivery of information and education to anytime, anywhere learning. In keeping current with the technology, HRD will be opening a VideoConference Center on the 10th floor of Ashburton Place. This state-of-the-art Center will serve as the umbrella under which state employees will have the opportunity to receive job-competency-based and continuing education. The Center will also help expand the current training programs by serving as a powerful link to the rich educational resources of the Higher Education system. Over the coming year, several additional regional learning centers will be added throughout the state, thus expanding the educational opportunities closer to where employees work and live.

Catalogue on the Internet

You can get additional copies of the HRD Catalogue, and find out what's new in HRD Training by accessing us on the Internet at www.state.ma.us/HRD/

Tuition Remission Certificate

For your convenience, the Tuition Remission Certificate, with instructions, is included at the back of this catalogue.

COURSE LOCATIONS

Courses are held in Boston, Buzzards Bay (Cape Cod), Holyoke, Lowell, Northampton, and Worcester. All courses are held in Boston unless otherwise noted.

Boston:
One Ashburton Place, McCormack State Office Building, Boston, MA 02108

Human Resources Division, Rooms 313, 315, 316, 519C and 1002. Call (617) 727-3777 ext. 581 for further information. Take the MBTA to Park Street. Walk up Park Street towards the State House. Turn right onto Beacon Street. Turn left onto Bowdoin Street. Ashburton Place is one block down on the right.

Buzzards Bay:
Massachusetts Maritime Academy, Academy Drive, Buzzards Bay, MA.

Buzzards Bay is a village in the town of Bourne. Take major routes to Cape Cod entrance (across Bourne or Sagamore Bridge). Follow signs to Buzzards Bay. Turn onto Main Street in Buzzards Bay. At the Railroad Station (traffic light) turn onto Academy Drive. The Railroad Bridge is your landmark. Room and building will be identified with your course confirmation.

Northampton:
Department of Mental Health, Haskell Building, 1 Prince and West Street, Northampton, MA

Take Mass. Turnpike to Exit 4 (W. Springfield). Follow Route I-91 North to Exit 18. At the end of the exit take a left onto Route 5 north towards Northampton Center. Drive north about 1 mile, to the center of town. At the lights turn left onto Main Street. Go through set of lights and at next set of lights bear left onto Route 66, West Street. Follow Route 66 about 1.25 miles up the hill. The entrance to the Western Mass Area Office will be on your right. The Haskell Building is on the left facing the main road.

Worcester:
Worcester State College, Student Center (top floor), 486 Chandler Street, Worcester, MA

From East and West: Take Mass. Turnpike to Exit 10 (Auburn). At exit ramp take I-290 and exit at Exit 13 (Vernon St.). Follow Rt. 122N (Chandler St.) for approximately 5 miles to college entrance on left.

From North: Take Rte 122A South to I-290 and follow directions above.

Worcester State Hospital, Flower Room, 305 Belmont St., Worcester, MA

From East: Take the Mass. Turnpike to Exit 11A (Rte. 495). Take Rte. 495 North to Rte. 9 West toward Westboro-Worcester. Follow Rte. 9 through Shrewsbury. You will cross over Lake Quinsigamond. After crossing the lake you will be in Worcester. Stay on Rte. 9 straight up the hill through 3 sets of lights. After the 3rd set of lights, Worcester State Hospital will be on the right across from Piccadilly Plaza.

From West: Take Mass. Turnpike to Exit 10 (Auburn). At exit ramp take I-290 East towards Worcester. Get off at Exit 17 (Leicester-Westboro, Route 9, Belmont Street). Follow approximately 1 1/2 miles. The entrance to Worcester State Hospital will be on the left across from Piccadilly Plaza.

Holyoke:
The Rotunda (Main Building), Holyoke Heritage State Park, 221 Appleton St., Holyoke, MA

Take the Mass. Turnpike to Exit 4 (W. Springfield). Follow Rte. 91 North to Exit 16. At the end of the ramp, stay to the right, Rte. 141. Go through six (6) sets of traffic lights. At the 7th set of lights take a right onto Appleton Street. Go through two (2) more sets of traffic lights and you will see the Park entrance at about 100 yards on your left. You will see Heritage State Park signs along the way.

Lowell:
University of Massachusetts, Wannalancit Mill Complex, 600 Suffolk St., Lowell, MA

From Route 495: Take Exit 36 and follow the signs for the Lowell Connector/Route 3.

From Route 3: Take Exit 30N and follow the signs for the Lowell Connector.

From the Lowell Connector: Take Exit 5 North (Thorndike Street/Route 3A North). At the end of the exit ramp, you have no choice but to go right. Follow Thorndike Street approximately 0.5 miles and bear right onto Dutton Street. Follow another 0.5 miles past City Hall and JFK Plaza on the left. At the light take a left onto French Street. You will pass the Tsongas Arena on the right. Take your first right after the arena onto Suffolk Street. The Wannalancit Mill complex is on your left. Parking is on the right in the visitors parking lot.

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REGISTRATION PROCEDURES

EMPLOYEE GUIDELINES AND PROCEDURES FOR REGISTRA TION

Complete the **"Participant Registration Form"** at the back of this catalogue. Use one form for each program request. Duplicate the form as needed.

Have your supervisor sign the form and send it to your Department Training Liaison Officer (DTLO).

If your registration request is approved and processed by HRD, your DTLO will sign the form and return it to you. When your request is confirmed, you will see [confirm] on your Participant Registration Form, otherwise, you will see [wait list]. If you are on the wait list, please do not go to the class. **You must bring the Participant Registration Form to class for admission to the course**.

ATTENDANCE INFORMA TION

Unless otherwise noted, all classes are held in Boston, and are scheduled to begin at 9:00 am. **Please arrive 15 minutes prior to the announced start time.**

At the end of the fiscal year, your DTLO will receive a Transcript Report which lists the names of attendees at each session conducted by HRD.

SPECIAL ACCOMMODA TION REQUESTS

Please inform your DTLO of your needs. HRD will make every effort, with the support of your department, to accommodate your special needs.

CANCELLATION POLICY

Registrations once confirmed to your department, cannot be canceled or substituted for another course. If you cannot attend, notify your DTLO immediately so that a substitute can take your place.

Important: If you do not show up or have your DTLO send an appropriate substitute in your place, your agency is still liable for paying for your slot in the course.

Extreme Weather Conditions:

Programs held in Boston, Buzzards Bay, Holyoke, Lowell, Northampton, and Worcester will be canceled when public high schools in the respective communities cancel school. Listen to local radio broadcasts for information on school closings.

REGISTRATION PROCEDURES

DEPARTMENT TRAINING LIAISON OFFICER (DTLO) PROCEDURE AND GUIDELINE FOR REGISTRATION

Complete the **Matrix Registration Form** which will be sent under separate cover to DTLOs only.

Upon receipt of your completed Matrix Form, we will enter your program requests and forward a Confirmation Report to you.

Carefully check the **Confirmation Report** and advise your employees of their status. If they are confirmed to attend, sign the Participant Registration Forms and instruct each employee to bring the form to class.

At the end of the fiscal year, we will send you a **Transcript Report** listing the names of the employees from your agency who have attended our courses.

The legend **"NO SHOW"** will appear on the agency report for absentees. Please instruct the employees to notify you immediately if they cannot attend. A substitute can be sent in place of the intended employee. **Substitutes must meet all course prerequisites**. Your department will be charged for courses for which you have confirmed slots whether or not the employee is in attendance.

If you have any questions, call HRD Training Group at (617) 727-3777 ext. 582 or fax us at (617) 727-4331.

SPECIAL ACCOMMODATION REQUESTS

Requests for employees with special accommodation needs should be attached to the Matrix Registration Form when registering. With the support of your department, we will make every effort to accommodate special requests.

CANCELLATION POLICY

Slots cannot be canceled or substituted for other courses.

SPECIAL GROUP PRICING FOR COMPUTER COURSES

Agency dedicated training for any single computer program is available on a limited basis at a special rate of $100 per person per six (6) hour class for ten (10) or more participants from a single agency. (All charged to one I.E.)

Extreme Weather Conditions:

Programs held in Boston, Buzzards Bay, Holyoke, Lowell, Northampton, and Worcester will be canceled when public high schools in the respective communities cancel school. Listen to local radio broadcasts for information on school closings.

DEPARTMENT TRAINING LIAISON OFFICER DIRECTORY

Department Training Liaison Officers (DTLO's) are appointed to keep HRD informed about department training needs, to publicize HRD programs within their department, and to administer the program planning and enrollment procedures. Please contact your DTLO (listed below) to access the programs and services described in this catalogue.

MMARS DEPT. CODE	STATE GOVERNMENT DIRECTORY			
Executive Office for Administration and Finance				
ADD	Admin. Agency for Developmental Disabilities	Craig Hall	(617) 727-4178	x105
ALA	Division of Administrative Law Appeals	Robert Tierney	(617) 727-7060	
ANF	Executive Office for Administration and Finance	Helen Chin Schlichte	(617) 727-3777	x518
ATB	Appellate Tax Board	Carl Benanti	(617) 727-3100	
BGT	Fiscal Affairs Division	Lori Buseck	(617) 727-2081	x469
CAD	Mass. Commission Against Discrimination	Melanie Louie	(617) 727-3990	x226
CBO	Central Business Office	John Driscoll	(617) 727-0714	
CSC	Civil Service Commission	Aris Gonnella	(617) 727-2293	
DCP	Division of Capital Planning and Operations	Lana Jerome	(617) 727-4006	x342
DOR	Department of Revenue	Eleanor Cushing	(617) 626-3445	
GIC	Group Insurance Commission	William Hilliker	(617) 727-2310	x3018
HRD	Human Resources Division	Linda Lynn-Weaver	(617) 727-3555	x218
ITD	Information Technology Division	Sarah Bourne	(617) 973-0933	
ODR	Office of Dispute Resolution	Karen Sontag	(617) 727-2224	x313
OHA	Mass. Office On Disability	Michael Dumont	(617) 727-7440	x304
OSD	Operational Services Division	Pamela James-Sommer	(617) 727-7500	x383
OSD	Bureau of State Office Buildings	Florence MacQuarrie	(617) 727-8181	x2026
PER	Public Employee Retirement Admin. Comm.	Ann O'Brien	(617) 727-9380	x618
TRB	Teachers' Retirement Board	Michelle M. Moumdjian	(617) 727-6934	
VET	Department of Veterans' Services	Walter H. Flynn, Jr.	(617) 727-3578	x117
Authorities				
MBT	Mass. Bay Transportation Authority	Christine Bond	(617) 722-5104	
MPA	Mass. Port Authority	Maria McKinnon	(617) 973-5613	
MTA	Mass. Turnpike Authority	Michael Lee	(617) 248-2864	
WRA	Mass. Water Resources Authority	George Denhard	(617) 242-6000	x4030
Constitutional Offices				
AGO	Office of the Attorney General	Doris Donovan	(617) 727-2200	x2030
ART	Massachusetts Cultural Council	Michael Nagle	(617) 727-3668	x323
GOV	Governor's Office	Theresa Dolan	(617) 727-5415	x300
LOT	State Lottery Commission	Paula Morris	(617) 849-5517	
LTG	Office of the Lieutenant Governor	Theresa Dolan	(617) 727-5415	x300
SAO	Office of the State Auditor	John Reeks	(617) 727-6200	x84
SEC	Office of the Secretary of State	Bobbi Baker	(617) 727-4918	
TRE	Treasurer and Receiver General	Bob Horan	(617) 367-3900	x224
VWA	Mass. Victim Witness Assistance Board	Paula Almeida	(617) 727-5200	x25
Office of Consumer Affairs and Business Regulation				
ABC	Alcoholic Beverage Commission	William Hubbard	(617) 727-1637	x430
CTV	Massachusetts Cable TV Commission	Aris Gonnell	(617) 727-2293	
DOB	Division of Banks	Sheila Frackleton	(617) 727-0529	x307
DOI	Division of Insurance	Mary Carroll	(617) 521-7362	
DOS	Division of Standards	Charles Carroll	(617) 727-3480	
DPU	Department of Public Utilities	Donna B. Hardy	(617) 305-3685	
EFS	Energy Facilities Siting Council c/o DPU	Donna B. Hardy	(617) 727-6807	
MED	Board of Registration in Medicine	Barbara Rose	(617) 727-3086	
REG	Division of Registration	Craig Chamberlain	(617) 727-0100	
SCA	Office of Consumer Affairs & Business Regulation	William Hubbard	(617) 727-1637	x430
SRC	State Racing Commission	Joseph VanDeventer	(617) 727-2581	x515
Department of Economic Development				
OIT	Office of International Trade	Elizabeth McCarthy	(617) 367-1830	x112
SEA	Department of Economic Development	Benay Carlino	(617) 727-8380	x306

Department of Education

DOE	Department of Education	Audrey White	(617) 388-3300	x650

Department of Housing and Community Development

OCD	Division of Housing & Community Development	Carol Kurzman	(617) 727-7147	x237

Department of Labor and Workforce Development

BCA	Board of Conciliation/Arbitration	James Kelley	(617) 727-3466	
DES	Division of Employment and Training	Joan Folcik	(617) 626-5250	
DIA	Division of Industrial Accidents	Mary Guerin	(617) 727-4900	x227
EOL	Dept. Of Labor and Workforce Development	Joan Cunningham	(617) 727-6573	
EOL	Division of Apprentice Training	Jill Nelson-Dowd	(617) 727-3452	x105
EOL	Division of Occupational Safety	Jill Nelson-Dowd	(617) 727-3452	x105
EOL	Mass. Jobs Council	Charles LaPier	(617) 727-7944	x179
ISP	Industrial Service Program	Patricia Collyer	(617) 727-8158	x321
JLM	Joint Labor/Management Committee	Mary Cappadona	(617) 727-9690	
LRC	Labor Relations Commission	Mike Wallace	(617) 727-3505	x329

Executive Office of Elder Affairs

ELD	Executive Office Elder Affairs	Sheila Donahue-King	(617) 727-7751	x453

Executive Office of Environmental Affairs

AGR	Department Food and Agriculture	Mary Beth Burnand	(617) 727-3000	x101
DEM	Department Environmental Management	Johanna Zabriskie	(617) 727-3180	x626
ENV	Executive Office Environmental Affairs	Julius Babbitt	(617) 727-9800	x272
EQE	Department of Environmental Protection	Diane Cavicchio	(617) 292-5561	
FWE	Div. of Fisheries, Wildlife & Env. Law	Diane Maguire	(617) 727-1614	x351
LLW	Low-Level Radioactive Waste Mgmt. Board	Karen Middleton	(617) 727-6018	
MDC	Metropolitan District Commission	Joanne Rodriguez	(617) 727-9650	x230
SRB	State Reclamation Board	Margaret Harvey	(617) 727-3000	x137

Executive Office for Health and Human Services

CHE	Soldiers' Home - Chelsea	Daniel Roderigues	(617) 884-5660	x100
DMA	Department of Medical Assistance	Stan Spack	(617) 210-5010	
DMH	Taunton State Hospital	Michelle Mclusky	(508) 580-0800	x274
DMH	Central Mass. Area Office	Karen Jacobson	(508) 752-4681	x463
DMH	Northeast Area, Solomon Mental Health Center	Rusell Riel	(617) 727-4610	x2830
DMH	Cape Cod/Islands Comm. Mental Health Ctr.	Marion Stenson	(508) 563-2276	
DMH	Metro South Area	Renee Loretz	(617) 727-9830	
DMH	Western Mass Area	Harry Weinmann	(413) 584-1644	x473
DMH	Westboro State Hospital	Patricia Loconto	(508) 366-4401	
DMH	Metro Boston Area	Bobbie Dockins-Brichouse	(617) 727-4923	x388
DMH	Northeast Area, Tewksbury Hospital	Karen Jacobson	(617) 727-4610	x2939
DMH	Southeastern Area Office	Ronald W. Dailey	(508) 727-7905	x218
DMH	Department of Mental Health, Central Office	Ray Flannery	(617) 727-5500	x433
DMR	Department of Mental Retardation	Eddie Sanabria	(617) 727-5608	x232
DPH	Department of Public Health	Joan Sullivan	(617) 727-5722	
DPH	Lemuel Shattuck Hospital	Eugene Rivers	(617) 522-8110	x215
DSS	Department of Social Services	Janet Fitzgerald	(617) 727-0900	x387
DYS	Department of Youth Services	Maria Cordero	(617) 727-7575	
EHS	Exec. Office of Health & Human Services	Juliette Regis	(617) 727-7600	x403
HCF	Department of HealthCare Finance & Policy	Evelyn Luna	(617)451-5330	x446
HLY	Soldiers' Home - Holyoke	James Black, Jr.	(413) 532-9475	x147
MCB	Mass. Commission for the Blind	Patricia Harris	(617) 727-5550	x4403
MCD	Mass. Commission for the Deaf	Rosemary McLaughlin	(617) 695-7500	
MRC	Mass. Rehabilitation Commission	Philip LeBlanc	(617) 204-3756	
MRC	Mass. Rehab. Disability Determination	Robert Sullivan	(617) 654-7505	
OFC	Office for Children	Jan Anderson Avallone	(617) 727-8900	x146
ORI	Office of Refugee & Immigrants	Claire McDonough	(617) 727-7888	x341
WEL	Department of Transitional Assistance	Joyce Taylor	(617) 348-5759	

Higher Education

BCC	Berkshire Community College	John E. Knight	(413) 499-4660	x260
BHC	Bunker Hill Community College	Mary Provo	(617) 228-2000	x2457
BRC	Bristol Community College	Tafa Awolaju	(508) 678-2811	x2194
BSC	Bridgewater State College	Jane Thomas	(508) 697-1324	

CCC	Cape Cod Community College	Chet Yacek	(617) 362-2131	
FRC	Framingham State College	Joseph Lopes	(508) 620-1220	
FSC	Fitchburg State College	Mary Scott	(508) 665-3172	
GCC	Greenfield Community College	Jean Battaglia	(413) 774-3131	x243
HCC	Holyoke Community College	Maureen Wildey	(413) 552-2219	
MAS	Massasoit Community College	Joseph Rucker	(508) 427-1255	
MBC	Mass. Bay Community College	Laurie Taylor	(617) 237-1100	
MCA	Mass. College of Art	Debrah Keyes	(617) 232-1555	x301
MCC	Middlesex Community College	Gary McPhee	(617) 280-3200	x3530
MMA	Mass. Maritime Academy	Francis E. Lynch	(508) 830-5000	x2002
MWC	Mt. Wachusett Community College	Sheila Sykes	(508) 632-6600	x112
NAC	North Adams State College	Marilyn C. Truskowski	(413) 662-5598	
NEC	Northern Essex Community College	Judith Kamber	(508) 374-3955	
NSC	North Shore Community College	Jane Coviello	(508) 762-4000	x4305
QCC	Quinsigamond Community College	Jay Foley	(508) 854-4415	
RCC	Roxbury Community College	Sheila Minors	(617) 541-5330	
RGT	Board of Higher Education	Carl Willis	(617) 727-7785	x234
SSA	Salem State College	Carol Corner-Dolloff	(508) 741-6223	
STC	Springfield Technical College	Myra Smith	(413) 781-7822	
UMS	UMass-Dartmouth	Sharon Skeels-Connors	(508) 999-8060	
UMS	UMass/Training & Development	Linda Marchesani	(413) 545-1787	
UMS	UMass Harbor Campus	Mary Grant	(617) 287-5150	
UMS	UMass Boston/Donahue Institute	Sharon Faherty	(617) 287-7420	
UMS	UMass Medical Center	Kristi Thompson	(508) 856-3237	
LOW	UMass Lowell	Richard Conley	(508) 934-3458	
UMS	UMass Office of The President	Chris Thillits	(617) 287-7020	
WOR	Worcester State College	John Hutton	(508) 793-8028	
WSC	Westfield State College	Timothy Murphy	(617) 727-9885	

Independent Commissions

BLC	Board of Library Commissioners	Barbara Glazerman	(617) 267-9400	x15
CPF	Office of Campaign & Political Finance	Margaret Muise	(617) 727-8352	
DAC	Disabled Persons Protection Commission	David LeDonne	(617) 727-6465	x127
ETH	State Ethics Commission	Anne Marie Quinlivan	(617) 727-0060	
IGO	Office of the Inspector General	Mary Beth Farrelly	(617) 725-0320	
OSC	Office of the Comptroller	Lauren Johnson	(617 727-5000	x230

Judiciary

DCH	Administrative Office District Court	Albie Davis	(508) 745-9010	
BBE	Board of Bar Examiners	Laurie Aaron	(617) 357-1860	
CMO	Clerk Magistrate's Office	Doug Sarnelli	(413) 781-8100	x2136
CPC	Committee for Public Counsel Services	Pamela M. Zullig	(617) 988-8312	
MHL	Mental Health Legal Advisors	Laura Colby	(617) 338-2345	
NFK	Norfolk District Attorney's Office	Joseph Boyd	(617) 329-5440	x284
NOR	Northwestern District Attorney's Office	Donna Dudkiewic	(413) 586-9225	
SUF	Suffolk County District Attorney's Office	Ralph Martin	(617) 725-8640	
TRC	Trial Court	Robert Clayman	(617) 742-8383	x271
WES	Western District Attorney's Office	Carolyn Knight	(413) 781-8100	x5000

Legislature

HOU	House Committee on Personnel and Admin.	Patricia Crandall	(617) 722-2582	
LEG	Legislative Services Bureau	Kevin Blanchard	(617) 722-2520	
SEN	Office of Senate President	Leverett Wing	(617) 722-1511	
SEN	State Senate	Beth Zola	(617) 722-1212	
SEN-B	State Senate	Robert Cawley	(617) 722-1212	

Executive Office of Public Safety

AAB	Architectural Access Board	Deborah Ryan	(617) 727-0661	
BBR	State Board of Building Regulations	Ann Marie Rose	(617) 727-3200	
CCJ	Mass. Committee on Criminal Justice	Marie Beckford	(617) 727-6300	x349
CDA	Massachusetts Emergency Management	Joan Roche	(508) 820-2000	x2018
CHS	Criminal History Systems Board	Martin Censullo	(617) 660-4600	
CJT	Criminal Justice Training Council	Charles Dunlap	(617) 727-7827	
CME	Office of the Chief Medical Examiner	Timothy Manning	(617) 267-6767	
DFS	Department of Fire Services	Leslie Hoffman	(508) 567-3300	
DOC	Department of Correction	Rene Poirier	(617) 727-5911	x108
DPS	Department of Public Safety	Carol Bowers	(617) 727-6950	x403

DPS	Bureau of Special Investigations	Carol Bowers	(617) 727-6950	x430
EPS	Executive Office of Public Safety	Eileen Honen	(617) 727-7775	x526
HSB	Governor's Highway Safety Bureau	Maria Farrah	(617) 727-5075	x106
MIL	Military Division	Gary Richards	(508) 233-6525	
MRB	Merit Rating Board	Diane S. Faverman	(617) 267-3636	x9603
PAR	Mass. Parole Board	Leslie Bestick	(617) 727-3271	x115
POL	Department of State Police	Valian R. Norris	(508) 820-2631	
RMV	Registry of Motor Vehicles	Paul Dauwer	(617) 351-9851	

Executive Office of Transportation and Construction

DPW	Massachusetts Highway Department	Connie Sorrentino	(617) 973-7409	
MAC	Mass. Aeronautics Commission	Linda Williams	(617) 973-8882	
TRP	Exec. Office of Transportation and Construction	Amornut Harnpukdi	(617) 973-7126	
TRP	Central Transportation Planning Staff	Maureen O'Brien	(617) 973-7100	x7140

This partial list of Department Training Liaison Officers (DTLO's) is based on the growing number of local government departments participating in the Commonwealth of Massachusetts training programs. If your department is not listed, please call your Personnel Department.

DEPT. CODE — **LOCAL GOVERNMENT DIRECTORY - PARTIAL LISTING**

Municipal Fire Departments

BIL	Billerica Fire Department	Anthony Capaldo	(508) 671-0940	
DAR	Dartmouth Fire District 2	Allen Manley	(508) 636-2442	
DUD	Dudley Fire Department	Thomas Vachand	(508) 949-8040	
FFD	Franklin Fire Department	Chief Keith Hoyle	(508) 528-2323	
KIN	Kingston Fire Department	Robert Heath	(617) 585-0532	
WAK	Wakefield Fire Department	David L. Parr	(617) 246-6435	
YAR	Yarmouth Fire Department	Paul James Antonellis, Jr.	(508) 398-2212	

Municipal Police Departments

BHP	Boston Municipal & Housing Police Dept.	Captain Kevin Maguire	(617) 635-4918	
BOS	Boston Police Department	Lt. James Curran	(617) 725-8680	
BOX	Boxborough Police Department	Steve Trevory	(508) 263-2628	
BOY	Boylston Police Department	William F. Perron	(508) 869-2113	
CAL	Carlisle Police Department	David Galvin	(508) 369-1155	
CAP	Cambridge Police Department	Gloria Amaral Pimentel	(617) 349-3331	
CAR	Carver Police Department	Chief Diane Skoog	(508) 866-2000	
CPD	Clinton Police Department	Lt. Joseph Casasanto	(508) 365-4111	
DED	Dedham Police Department	Lt. John J. Teti	(617) 326-8460	
EBP	East Bridgewater Police Dept.	Chief John L. Silva	(508) 378-7225	
FAL	Falmouth Police Department	Captain Stephen O'Neil	(508) 457-2533	
FAR	Fairhaven Police Department	Donald L. Joseph	(508) 997-1344	
HOL	Holden Police Department	Sgt. Donald Ball	(508) 829-4444	
HPD	Holyoke Police Department	Sgt. Daniel Sudsbury	(508) 536-6432	x524
LEI	Leicester Police Department	Sgt. Jeffrey Tebo	(508) 892-7010	
MFD	Milford Police Department	Jim Herron	(508) 473-1113	
MLB	Millbury Police Department	Richard Handfield	(508) 865-3521	
MLT	Milton Police Department	Sgt. John Moriaty	(617) 698-3800	x127
NAT	Natick Police Department	Lt. Peter Mason	(508) 651-7271	
NPD	Northampton Police Department	Gerald LeVitre	(413) 584-0205	x116
SBY	Salisbury Police Department	Sgt. Kevin Pike	(508) 465-3121	
SDA	South Dartmouth Police Department	Dick Phillips	(508) 999-0773	
SHM	Stoneham Police Department	Lt. Joseph Del Rossi	(617) 438-1212	
SOM	Somerville Police Department	Sgt. Patricia Silveira	(617) 625-1600	x7275
SPD	City of Salem Police Department	Cindy Jerzylo	(508) 744-0171	x60
SPR	Springfield Police Department	Bill Cochran	(413) 787-6310	
STW	Stow Police Department	Chief Mark Prefry	(508) 897-4545	
WAL	Walpole Police Department	Chief Joseph Betro	(508) 668-1095	

Municipalities

AND	Town of Andover	Candace Hall	(508) 623-8530	
ATT	City of Attleboro, Personnel	Robert Adams	(508) 223-2222	x3292
BAR	Town of Barnstable	Kathleen Hinckley	(508) 790-6307	
BED	Town of Bedford	Doreen Tremblay	(617) 275-0083	
BOT	City of Boston, Training & Development	Dana Webber	(617) 635-3950	
BRK	Town of Brookline	Michelle Brook	(617) 264-6475	
BST	Boston Alcohol Detoxification	Fredi Walker	(617) 983-3710	
BUR	Town of Burlington	David Owen	(617) 270-1600	
CAM	Cambridge Dept. of Public Works	Ruth M. Mackiewicz	(617) 349-4834	
CHA	Cambridge Housing Authority	Sophia Cotton	(617) 864-3020	
CHI	Town of Chilmark	Timothy Carroll	(508) 645-2101	
CHL	City of Chelsea, School Department	Tina Sullivan	(617) 889-8407	
CHP	City of Chelsea, Personnel Department	Edward Ells	(617) 889-8294	
EXS	Essex County Sheriff's Department	Richard Crogan	(508) 750-1900	x569
FRA	Franklin County Commission	Leah Gibson	(413) 774-3167	
GRA	Grafton Board Selectmen	Nancy Hazen	(508) 839-5335	
HAM	Town of Hamilton	Candace Wheeler	(508) 468-5572	
HIN	Hingham District Court	Linda Santos	(617) 749-7000	x240
HMP	Hampshire County Jail	Mary Yarrows	(413) 584-5911	x202
LLL	City of Lowell	Kathryn Tierney	(508) 970-4105	
LUN	Town of Lunenburg, Selectmen's Office	Joseph F. Bilotta	(508) 582-4144	
MAP	Town of Mashpee	Marilyn Farren	(508) 539-1408	
MAR	Town of Marshfield, Selectmen	Richard Montouri	(617) 834-5563	
MEF	City of Medford, Office of Human Diversity	Diane L. McLeod	(617) 393-2501	
NAN	Town of Nantucket	Libby Gibson	(508) 228-7255	
NEW	City of Newton	Leon Brathwaite	(617) 552-7037	
NRF	Town of Norfolk	Greg Balukonis	(508) 528-1408	
PEA	City of Peabody	Cynthia King	(508) 532-3000	x310
PEP	Pepperell Board of Selectmen	Anita Tekle	(508) 433-0333	
PIT	City of Pittsfield	William F. Semanie	(413) 499-9340	
PLN	Town of Plainville	Joseph E. Fernandes	(508) 695-3142	x11
PLY	Town of Plymouth	Patricia Flynn	(508) 830-4100	
PCS	Plymouth County Sheriff's Department	Patricia Crowell	(508) 746-0610	x410
RUT	Town of Rutland	Sandra Fife	(508) 886-4100	
SAL	City of Salem	Elizabeth Rennard	(508) 745-9595	
SMV	Somerville, Personnel Department	Robert Roy	(617) 625-6600	
SPA	Springfield City Auditor	Tony Basile	(413) 787-6150	
SPC	Springfield Code Enforcement	Dan O'Sullivan	(413) 787-6030	
SPG	City of Springfield, Dept. Public Works	Tim Rabbitt	(413) 787-6224	
SPP	City of Springfield, Personnel Office	Robert Shonak	(413) 787-6064	
SUD	Town of Sudbury, Personnel Office	Terri Ackerman	(508) 443-8891	x386
TRU	Truro Town Hall	Karen Sharpless	(508) 349-0461	
WAR	Town of Wareham	Patricia King	(508) 291-3100	x3119
WAT	City of Waltham	Brenda Capello	(617) 893-4040	x3115
WAY	Town of Wayland	Gerald J. Galvin	(508) 358-4808	
WELL	Town of Wellesley, Department of Public Work	Diane Jenkins	(617) 431-1019	x244

Others

BBS	Boston Business School	Prof. Beverly Titunik	(617) 787-5600	
DCL	Disability Law Center, Inc.	Tim Sindelar	(617) 723-8455	
CFH	Coalition for the Homeless	Denise Berna	(617) 582-2010	
PIN	Parent Information Network	Robert Sissiom	(508) 947-8779	
VAM	V.A. Medical Center	Martin Devnanda	(617) 584-4040	x2810

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SPECIAL SERVICES AND PROGRAMS

SPECIAL SERVICES AND PROGRAMS

Statewide Training Contract

The Procurement Management Team (PMT) for training will develop and distribute a Statewide Training Contract for Training and Organizational Development services. This Contract will provide a list of trainers who have been certified by the Commonwealth to deliver training to state and local government employees. It is a major resource for your department as it minimizes many of the time-consuming aspects of selecting, contracting with, and paying vendors for in-house training activities. The Training Contract also functions as a tool to provide consistent quality of services for training offered in the Commonwealth.

The current Master Services Agreement (MSA) for Training will expire 12/31/97. The New Statewide Training Contract will be issued before this expiration date.

Note: The course fees are based on the current MSA rates for MSA classes. If rates change with the new contract, we will make appropriate changes to our fees if they warrant changes.

Performance Recognition Program

The Human Resources Division coordinates the Governor's Annual Commonwealth of Massachusetts Performance Recognition Program.

This program gives formal recognition to Commonwealth employees who make meaningful contributions which distinguish them from their peers. These special awards focus attention on consistent, positive achievement by both individuals and teams of state employees, recognize those who demonstrate innovation and dedication in their work, concern for the public trust, and a commitment to excellence.

Awards are given in three categories:

- The Manuel Carballo Governor's Award for Excellence in Public Service
- The Commonwealth of Massachusetts Citation for Outstanding Performance
- The Certificate of Recognition

In addition, the Eugene H. Rooney Public Service Award is given to an employee of the Commonwealth or one of its political subdivisions who has demonstrated excellence specifically in the field of Human Resources Development & Training.

Planning for the Performance Recognition Program and selecting winners is a year long process, culminating with a dinner and ceremony to be held this year on October 9, 1997. **Ken Gavin**, Coordinator for this program, can be reached at **(617) 727-3777, ext. 525**.

SPECIAL SERVICES AND PROGRAMS

Office of Comptroller Training Unit

The Training Unit in the Office of Comptroller offers a wide variety of training courses for state departments on a no-cost basis. Courses are designed to give managers and staff the skills necessary to manage and use the statewide personnel, financial, accounting and reporting systems. These systems include:

MMARS: Massachusetts Management Accounting and Reporting System
BARS: Billing and Accounts Receivable Subsystem
PMIS: Personnel Management Information System
CAPS: Commonwealth's Automated Payroll System
PCRS: Payroll Cost Reporting System
Commonwealth's Information Warehouse: Query and Reporting Tools

The Comptroller's Training Catalogue is distributed every three months (March, June, September and December) to MMARS/CAPS/PMIS Liaisons as well as to DTLOs. The catalogue gives a full description of all these courses. The catalogue is also available on the Internet at:

http://www.osc.state.ma.us (inside Magnet)
or http://www.state.ma.us/osc/osc.htm (outside Magnet).

Registrations are accepted only from MMARS/CAPS/PMIS Liaisons. To receive a Catalogue, or for additional information, please call the **Comptroller's Training Unit at (617) 727-5000, ext. 303**.

Massachusetts Office of Dispute Resolution

The Massachusetts Office of Dispute Resolution (MODR) is a state agency providing mediation, case evaluation, training, meeting facilitation, and other conflict management services at reasonable rates through partnership with private-sector practitioners. MODR custom designs programs for state agencies who seek to provide their employees with training in the following areas:

- Introduction to Alternative Dispute Resolution (ADR)
- Negotiation Skills
- Mediation and Settlement Skills
- Facilitation and Meeting Management

MODR's training programs are affordable and completely adaptable to the specific needs of an organization. For more information, please contact **Karen Sontag** at **(617) 727-2224, ext. 313.**

SPECIAL SERVICES AND PROGRAMS

Bradford Fellowship Program for Excellence in Public Administration

Harvard University's John F. Kennedy School of Government and the Human Resources Division offer senior managers the opportunity to attend the University's Mid-Career Master in Public Administration Program.

The Mid-Career MPA Program is designed for experienced professionals who are college graduates, and who are dedicated to public sector management. This fellowship provides a unique means to pursue a well recognized program of study, enhancing management and public policy analysis skills which are so vital within this state government environment.

Information on the program and eligibility criteria is sent to Cabinet Secretaries, Agency Heads, Human Resources Directors and DTLO's in late December.

Suffolk University/Commonwealth of Massachusetts Fellowship Program for Excellence in Public Administration

Suffolk University and the Human Resources Division offers managers and senior professional staff the opportunity to attend the Frank Sawyer School of Management, Master in Public Administration Program (MPA).

The MPA Program is designed for managers and senior professional staff who are college graduates. It provides the means for high performing employees to pursue a well-organized program of study to enhance management and public policy skills which are so necessary within state government.

Information on the program and eligibility criteria is sent to Cabinet Secretaries, Agency Heads, Human Resources Directors and DTLO's in late December.

SPECIAL SERVICES AND PROGRAMS

Tuition Remission Program

The Commonwealth's primary educational offering is a tuition remission program available to full-time **state** employees. The guidelines for the tuition remission program administered by HRD are as follows:

- Tuition Remission is available to full-time **state** employees if at the time of application the employee has at least six months of full-time or equivalent part-time service with the Commonwealth. In case of a break in service, employees will be credited with previous service as long as the break has been less than three (3) years.
- 100% tuition remission shall apply to enrollment in a state-supported course or program at the undergraduate or graduate level at any public Community College, State College, or the University of Massachusetts (excluding the M.D. program at the University of Massachusetts Medical School).
- 50% tuition remission shall apply to enrollment in a non-state supported course or program offered through continuing education at any public Community College, State College, or the University of Massachusetts (excluding the M.D. program at the University of Massachusetts Medical School).
- HRD administers this program for eligible state employees and their spouses:
    - managerial and confidential employees in the Executive Branch
    - all non-union employees of Constitutional Offices (Governor, Lieutenant Governor, Secretary of State, Attorney General, State Auditor, State Treasurer)
    - employees in the Executive Branch and the Attorney General's office covered in Units 1, 3 and 6 (NAGE), Units 2, 8 and 10 (Alliance), and Unit 9 (Moses).
- Other state employees should consult with their Human Resources Director for applicable Tuition Remission policies and procedures.
- Eligible employees must use this benefit on their own time and at no cost to the agency. Agency Heads are encouraged to allow all eligible staff to use flex-time, part-time, vacation or personal time to accommodate staff participation in tuition remission courses.
- Tuition remission is subject to space available and to the usual admission policies of the college or university.
- Prior approval must be granted by both the Personnel Administrator and the Board of Higher Education in accordance with their tuition remission policies and procedures. Because most programs of continuing education at Community Colleges, State Colleges and Universities are self-sustaining, each local campus administration reserves the right to cancel any continuing education course in which a minimum of full tuition-paying students have not enrolled.
- The eligibility rights of spouses for this benefit are subordinate to the eligibility rights of full-time state employees.
- The Community and State Colleges and Universities participating in this program are:

Community Colleges

Berkshire Community	Holyoke Community	Northern Essex Community
Bunker Hill Community	Massachusetts Bay Community	North Shore Community
Bristol Community	Massasoit Community	Quinsigamond Community
Cape Cod Community	Middlesex Community	Roxbury Community
Greenfield Community	Mt. Wachusett Community	Springfield Tech Community

State Colleges

Bridgewater State	Massachusetts College of Art	Salem State
Framingham State	Massachusetts Maritime Academy	Westfield State
Fitchburg State	North Adams State	Worcester State

State Universities

University of Massachusetts at Amherst, Boston Harbor Campus, Dartmouth and Lowell

For additional information, contact your Department Training Liaison Officer or call HRD at (617) 727-3777 ext. 583.

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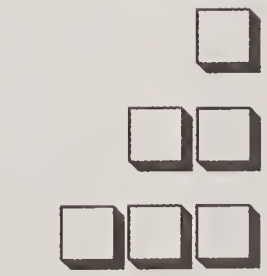
REGIONAL PROGRAMS AND SCHEDULES



REGIONAL PROGRAMS AND SCHEDULES

CENTRAL MASSACHUSETTS

The following HRD sponsored courses are offered at:

Worcester State College
Student Center
486 Chandler Street
Worcester, MA

SEPTEMBER

Public Speaking (3 days)
September 22 - 24, 1997
(Fallon Room) **Program** #151PSWF98

JANUARY

Language Skills for ESL Employees (4 days)
January 9, 16, 23, 30, 1998 **Program** #141BLWS98
(Fallon Room and Foster Room)

FEBRUARY

Business Writing: Letters and Memos (1 day)
February 24, 1998 **Program** #122BWWS98
(Foster Room)

MARCH

Grant Writing (2 days)
March 3 - 4, 1998 **Program** #027GRWS98
(Foster Room)

Customer Relations (1 day)
March 31, 1998 **Program** #117CRWS98
(Foster Room)

APRIL

Work Organization (1 day)
April 8, 1998 **Program** #166WOWS98
(Fallon Room)

Supervising the Marginal Employee (1 day)
April 17, 1998 **Program** #107SMWS98
(Fallon Room)

Worcester State Hospital
Flower Room
305 Belmont Street
Worcester, MA

OCTOBER

Effective EPRS Communication Skills (1 day)
October 8, 1997 **Program** #182ECWF98

NOVEMBER

Effective EPRS Communication Skills (1 day)
November 20, 1997 **Program** #185ECWF98

NORTHERN MASSACHUSETTS

The following HRD sponsored courses are offered at:

University of Massachusetts - Lowell
Wannalancit Mill Complex
600 Suffolk Street
Lowell, MA

NOVEMBER

Tier I: Making the Transition to Management (2 days)
November 6 - 7, 1997 **Program** #002HRLF98

JANUARY

Leadership (1 day)
January 13, 1998 **Program** #034LPLS98

APRIL

Techniques of Supervision (5 days)
April 2, 9, 16, 23, 30, 1998 **Program** #103TOLS98

REGIONAL PROGRAMS AND SCHEDULES

SOUTHEASTERN MASSACHUSETTS

The following HRD sponsored courses are offered at:

Massachusetts Maritime Academy
101 Academy Drive
Buzzards Bay, MA

OCTOBER

Stress Management (1 day)
October 30, 1997 — **Program:** #160STCF98

JANUARY

Techniques of Supervision (5 days)
January 7, 14, 21, 28, February 4, 1998 — **Program** #101TOSS98

MARCH

Intermediate Supervisory Practices (2 days)
March 18 - 19, 1998 — **Program** #104ISCS98

Customer Relations (1 day)
March 31, 1998 — **Program** #114CRCS98

MAY

Effective EPRS Communication Skills (1 day)
May 12, 1998 — **Program** #195ECCS98

WESTERN MASSACHUSETTS

The following HRD sponsored courses are offered at:

Department of Mental Health
1 Prince and West Street
Haskell Building
Northampton, MA

SEPTEMBER

Effective EPRS Communication Skills (1 day)
September 23, 1997 — **Program** #181ECNF98

OCTOBER

Work Organization (1 day)
October 17, 1997 — **Program** #165WONF98
(Snow Date: October 24, 1997)

DECEMBER

Stress Management (1 day)
December 4, 1997 — **Program** #162STNF98
(Snow Date: December 19, 1997)

MARCH

Leadership (1 day)
March 5, 1998 — **Program** #033LPNS98
(Snow Date: March 20, 1998)

APRIL

Workplace Communication (2 days)
April 2 - 3, 1998 — **Program** #198WPNS98
(Snow Date: April 23 - 24, 1998)

Effective EPRS Communication Skills (1 day)
April 21, 1998 — **Program** #193ECNS98

The Rotunda
Holyoke Heritage State Park
221 Appleton street
Holyoke, MA

FEBRUARY

Effective EPRS Communication Skills (1 day)
February 4, 1998 — **Program** #189ECNS98

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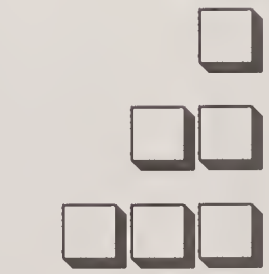
MANAGEMENT DEVELOPMENT PROGRAMS



MANAGEMENT DEVELOPMENT

These programs focus on providing the core management skills needed by managers at different levels in their career.

TIER I **Making the Transition to Management for:**
Newly appointed entry level managers, and professional staff interested in transitioning to management.

TIER II **Mid-Level Management Development for:**
Entry to mid-level managers

TIER III **Senior-Level Management Development for:**
Senior managers

TIER III **Managing People in Public Agencies for:**
Senior managers

TIER IV **Senior Executive Management for:**
Appointing Authorities and their key assistants

Additional Management Development Courses:

These programs focus on providing specialized topics that meet the common development needs of managers.

- Governor's Leadership Seminar for Senior Executives in Government and Higher Education for Cabinet Secretaries, Agency Heads, Commissioners, College and University Presidents
- New Concepts in Public Management
- The Foundations for Public Deliberation
- 360 Degree Feedback
- HRD's Breakfast Roundtable Management Information Series
- Creating Results Through Influence and Partnering
- Conflict Management
- Executive Writing
- Grant Writing
- Hiring Skills
- Implementing the American with Disabilities Act (ADA)
- Leadership
- Overview of Quality Management
- Speed Reading Skills for Managers
- Strategic Planning
- Team Building

MANAGEMENT DEVELOPMENT

Tier I: Making the Transition to Management

You have been chosen for a managerial position, or you're thinking about making the move. By attending this dynamic workshop, you will define your role as a manager and learn to create a cooperative team. The workshop will give you the fundamentals of the management process in order to promote your self-confidence and to improve your management techniques.

When: October 21 - 22, 1997 — **Program** #001HRDF98
November 6 - 7, 1997 (Lowell) — #002HRLF98
April 1 - 2, 1998 — #002HRDS98
Time: 9:00 am - 4:00 pm
Participants: Newly appointed entry level managers or staff interested in management
Enrollment: 30
Provider: E. Wallace Coyle, Associates
Fee: $110

Tier II: Mid-Level Management Development Program

This five-day intensive management development program is for mid-level state managers or for those who have one-three years of hands-on managerial experience. This program addresses the skills and critical competencies identified by state agency managers in recent needs assessments. Included among the program topics are: Managing in the Public Sector; Planning/Decision Making; Improving Communications/Conflict Management; Team Development; and Managing a Diverse Workforce. Pre-course and in-class assignments may be given to enhance transferability
of skills and knowledge to the workplace. CEU units from the University of Massachusetts are available for an additional fee.

When: October 6 - 10, 1997, Boston — **Program** #003DIGF98
November 17 - 21, 1997, Boston — #004DIGF98
February 23 - 27, 1998, Worcester — #005DIGS98
April 1, 2, 7 - 9, 1998, Boston — #006DIGS98
Time: 8:45 am - 4:00 pm
Participants: Mid-level managers who have previously attended introductory management development programs, or have one-three years of hands-on management experience
Enrollment: 20
Provider: University of Massachusetts Donahue Institute
Fee: $840

ATTENTION DTLO:
In addition to HRD's Matrix Registration, please fax a copy of the Registration Form, once slots are confirmed by HRD, to the UMass Donahue Institute at 617-338-0249.

MANAGEMENT DEVELOPMENT

Tier III: Senior-Level Management Development Program

This five-day intensive management development program is for senior-level state managers or for those who have over three years of hands-on managerial experience. This program addresses the skills and critical competencies identified by state agency managers in recent needs assessments. Included among the program topics are: Managing Change and Innovation; Budgeting in the Commonwealth; Customer Focused Strategic Planning; Performance Coaching; and Negotiations and Collective Bargaining. Pre-course and in-class assignments may be given to enhance transferability of skills and knowledge to the workplace. CEU units from the University of Massachusetts are available for an additional fee.

When: October 21 - 23, and 28, 29, 1997, Boston
March 23 - 27, 1998, Worcester

Program #007DIGF98
#008DIGS98

Time: 8:45 am - 4:00 pm
Participants: Senior and Executive-level managers who have previously attended the Tier II program, or other intermediate management development programs, or have over three years of hands-on management experience
Enrollment: 20
Provider: University of Massachusetts Donahue Institute
Fee: $870

ATTENTION DTLO:
In addition to HRD's Matrix Registration, please fax a copy of the Registration Form, once slots are confirmed by HRD, to the UMass Donahue Institute at 617-338-0249.

Tier III: Managing People in Public Agencies

This program is an intensive, non-residential, four-day program for senior level public agency managers. It is designed to enable managers to build on existing skills to predict and handle the personnel situations that public agency managers encounter. Set in the framework of the changing work environment and complex labor market, participants will develop an understanding of organizational culture and techniques for change, learning organizations and cross cultural dynamics, and opportunities resulting from information technology. They will learn practical implications of motivation in terms of managing and leading the relevance of workplace skills, and how to use performance appraisal in productive and meaningful contexts.

When: November 18 - 21, 1997
April 14 - 17, 1998

Program #009BIPF98
#010BIPS98

Time: 8:30 am - 5:00 pm
Where: Brandeis University, Heller Graduate School
Participants: Senior managers
Provider: Brandeis University
Enrollment: 35
Fee: $870

Tier IV: Senior Executive Management

This 5-day residential program focuses on developing strategic policies and general management responsibilities of the state executive. Classes will focus on the critical tasks of streamlining agency operations and providing essential services to the citizens of the Commonwealth through meaningful organizational objectives and the effective use of budget and staff. Participants are actively engaged in case study discussions which present actual decision making situations. Small group sessions encourage interaction with other top state executives and sharing of different approaches to common problems.

When: April 20-25, 1998 **Program** #011KSGS98
Time: 4:00 pm, Monday, April 20 to 12:00 pm, Saturday, April 25, 1998
Where: John F. Kennedy School of Government, Harvard University
Participants: Appointing Authorities and their key assistants
Provider: John F. Kennedy School of Government, Harvard University
Enrollment: 50
Fee: $1740

Governor's Leadership Seminar for Senior Executives in Government and Higher Education

This one-day program provides an opportunity to explore the changing face of public leadership and to analyze and discuss the broad questions of policy and strategy that face government in the face of organizational change. It will focus on organizational mission, systems thinking, and performance in public organizations and institutions of Higher Education. The program will be conducted by recognized experts who will provide current research on organizational change. It will provide an opportunity for participants to foster cooperative interaction with colleagues and to share innovative thinking regarding these issues.

When: TBA **Program** #012MITS98
Time: 9:00 am - 4:30 pm
Where: TBA
Participants: Restricted to Cabinet Secretaries, Commissioners, Agency Heads, College and University Presidents
Provider: TBA
Enrollment: 50
Fee: TBA

MANAGEMENT DEVELOPMENT

HRD's Breakfast Roundtable Management Information Series

Top public subject matter experts will discuss personnel and financial management topics that effect the workplace. These informal information sessions provide managers with an opportunity to discuss and ask questions about a number of key topics of interest to state managers. They serve as a means to encourage communication among state managers and promote an understanding of the complex issues managers face in state government. When capacity allows, these 1 1/2-hour sessions will be video conferenced to convenient regional sites. Sessions will be held monthly, November through June. Exact dates will be sent to registrants.

Managers may register for any one, several, or all sessions.

Topics and Dates:

- Legislative and Budget Process - November	**Program** #001MSFF98
- State Finance Law - December	#002MSFF98
- Labor/Management Relations - January	#003MSFS98
- EEO Overview/Cultural Diversity - February	#004MSFS98
- Ethics in State Government - March	#005MSFS98
- Understanding and Preventing Sexual Harassment - April	#006MSFS98
- Statewide Personnel and Financial Computer Systems - May	#007MSFS98
- Information Technology Initiatives in Massachusetts - June	#008MSFS98
All eight sessions	#009MSFS98

Time: 8:30 am - 10:00 am
Where: Room 1002, One Ashburton Place
Participants: All new managers should attend these session as well as all managers interested in learning more about these topics
Enrollment: 30
Fee: $10 per session; $60, all eight sessions

MANAGEMENT DEVELOPMENT

New Concepts in Public Management

The New Concepts in Public Management program has been developed based on research, interviews, focus groups, and needs assessments with state agency managers. From these activities, a prototype for a new public manager emerged: one who creates strategic alliances, manages strategically, maximizes responsiveness to customers, embraces new ideas, uses analysis and technology to turn information to advantage, and serves as a source of inspiration and encouragement to co-workers. To support this model of a modern public manager, the UMASS Donahue Institute offers a five-day intensive management development program to senior and executive level state managers. Program topics will include: customer responsiveness strategies, managers as coaches, managing change and innovations through large group involvement, project management, data analysis and interpretation, and continuous quality improvement. Pre-course and in-class assignments may be given to enhance transferability of skills and knowledge to the workplace.

When:	November 4 - 6, 12, 13, 1997 (Boston)	**Program** #012NCPF98
	December 2 - 4, 10, 11, 1997 (Worcester)	#013NCPF98
	March 3 - 5, 11, 12, 1998 (Boston)	#014NCPS98
	April 28 - 30, and May 5 - 6, 1998 (Boston)	#015NCPS98
Time:	8:45 am - 4:00 pm	
Where:	Primarily Boston, but other sites are possible based on demand	
Participants:	Senior and executive level managers who have previously attended intermediate management development programs, or have three-five years of hands-on management experience	
Provider:	University of Massachusetts Donahue Institute	
Enrollment:	25	
Fee:	$900	

The Foundations for Public Deliberation

The responsibility of a public leader is not solely to make and implement decisions responsive to public wishes. A greater challenge is to engage the public in an on-going dialogue regarding which problems should/need to be addressed, what is at stake in such decisions, and how to strengthen the public's capacities to deal with similar problems in the future. But how? This class provides a framework for thinking about the role, responsibilities and competencies required by public officials, as well as citizens, in order to make public deliberation a more explicit part of the policy process.

When:	December 9, 1997 (Boston)	**Program** #016FPDF98
	May 7, 1998 (Boston)	#017FPDS98
Time:	8:45 am - 4:00 pm	
Where:	Boston, but other sites are possible based on demand	
Participants:	Senior and executive level managers, and those who help shape public policy	
Provider:	University of Massachusetts Donahue Institute	
Enrollment:	25	
Fee:	$190	

MANAGEMENT DEVELOPMENT

360 Degree Feedback

What is 360 degree feedback? It is a learning methodology that provides participants with comprehensive feedback from superiors, peers and subordinates on their strengths, weaknesses and areas most in need of professional development. In recent years 360 degree assessment has become a popular tool for improving on-the-job performance, and it is now being used for performance management and development, and determining pay increases. This one-day session provides an overview of 360 degree feedback. Clark Wilson surveys will be reviewed in this workshop.

When: December 16, 1997 (Boston)
April 15, 1998 (Boston)
Time: 8:45 am - 4:00 pm
Where: Boston, but other sites are possible based on demand
Participants: Managers and professional staff
Provider: University of Massachusetts Donahue Institute
Enrollment: 25
Fee: $190

Program #018DEGF98
#019DEGS98

Creating Results Through Influence and Partnering

This three-day program on influencing will cover what you need to know about influencing in the public sector: who you need to influence, what you are going to say, and how you feel about the person you need to influence. If you lack confidence or dislike people, it will impact how you analyze and talk to people in challenging situations. We show you ways to understand how to build your own confidence — especially if you feel you have little or no power. You learn a model for influencing which looks at the words you use, your tone of voice, and your body language. We also provide you with the tools for analyzing the politics and using them in a positive way to build relationships and alliances which support you in getting results. The methodology we use combines lecturette, video-taped role plays, games, discussion, and application to your challenging situations. In short, Creating Results through Influence and Partnering is a thorough and comprehensive approach to influencing skills needed for effective public management.

When: December 2 - 4, 1997
Time: 8:00 am - 5:00 pm
Where: Corporate Education Center, Tyngsboro
Provider: LMA, Inc.
Participants: Mid and senior level managers, program and project managers and functional experts who have important ideas to implement through teams or across agencies
Enrollment: 12
Fee: $1130

Program # 020CRIP98

MANAGEMENT DEVELOPMENT

Conflict Management

Any group of people working together will experience situations of conflict. Learning to manage and resolve situational conflict has become an essential tool in effective management. This two-day course will explore the nature and dynamics of conflict, assertive communication, preferred styles for dealing with conflict, fairness issues and the value of joint problem solving to produce win-win situations. Participants will learn to identify the 5 typical responses to conflict, and how to diagnose, plan, prepare and implement an effective action plan to resolve conflict constructively.

When: January 14 - 15, 1998
February 18 - 19, 1998 (Worcester)
Program #021CNMS98
#022CNWS98
Time: 9:00 am - 4:00 pm
Participants: Managers and supervisors at all levels
Enrollment: 35
Fee: $110

Executive Writing

This one-day program is designed for participants who write to influence and also review the writing of others on their staff. This is an advanced level writing seminar. Topics include: techniques to enhance and refine your writing, how to review and analyze the writing of others, coaching and critiquing positively, self-editing, and working with problem writing.

When: November 13, 1997
March 20, 1998
Program #024EXWF98
#025EXWS98
Time: 9:00 am - 4:00 pm
Participants: Executives, senior level managers and supervisors
Enrollment: 25
Fee: $80

Grant Writing

This two-day seminar will focus on topics to help personnel involved in grant writing, including: outlining your objectives, organizing an effective proposal narrative, preparing a realistic budget, writing a budget justification, including the right personnel, finalizing and sending the proposal, and organizing effective grant writing teams. Participants will have ample opportunity to understand the various components of a successful proposal and to actually get started on their own proposal draft. Please bring a proposal that you are currently or soon to be working on.

When: January 26 - 27, 1998
March 3 - 4 (Worcester)
Program #026GRWS98
#027GRWS98
Time: 9:00 am - 4:00 pm
Participants: Individuals engaged in writing grants for their agencies
Provider: E. Wallace Coyle Associates
Enrollment: 25
Fee: $150

MANAGEMENT DEVELOPMENT

Hiring Skills

This one-day program will provide managers and supervisors with the knowledge and skills needed to recruit, interview, and select the best person for the job. Topics include: identifying job competencies, developing interviewing questions, establishing evaluation criteria, interviewing and assessment. These skills will be presented within the guidelines of merit hiring and ADA.

When: October 29, 1997
February 17, 1998
Time: 9:00 am - 4:00 pm
Participants: Managers and professional staff
Enrollment: 35
Fee: $55

Program #028HSPF98
#029HSPS98

Implementing the Americans with Disabilities Act (ADA)

Organizations are required to make the workplace accessible to people with disabilities. This course is designed to address the ADA law and its impact on government agencies. Content includes the law, intent, policy, and resource and financial issues of implementing ADA in the workplace. The focus is on employment practices that permits qualified applicants or employees with a disability to participate in the job application process, perform essential job functions, and to enjoy the benefits and privileges of employment equal to those enjoyed by employees without disabilities. Participants will practice identifying and writing essential job functions as it applies to the State Form 30 (Position description form).

When: November 7, 1997
March 13, 1998
Time: 9:00 am - 4:00 pm
Participants: Individuals charged with implementing ADA at their agency
Enrollment: 35
Provider: Office of Handicapped Affairs
Fee: $10

Program #030ADAF98
#031ADAS98

Leadership

This one-day program is intended to enable managers to analyze their leadership style, explore approaches to effective leadership and to maximize the effectiveness of their organization from both a systems and interpersonal perspective. This program will provide participant decision makers with a format for understanding the dynamics of leadership and discuss situation contingencies and leadership style, for identifying priorities. It will include strategies for human resource and organizational management, and for increasing teamwork and motivation among your staff.

When: October 3, 1997
January 13, 1998 (Lowell)
March 5, 1998 (Northampton)
Time: 9:00 am - 4:00 pm
Participants: Managers
Enrollment: 35
Fee: $55

Program #032LPBF98
#034LPLS98
#033LPNS98

MANAGEMENT DEVELOPMENT

Overview of Quality Management

This one-day course is based on W. Edward Demming's theory of quality management. Participants will explore what it means to be customer focused and how to realign agency processes to meet the needs and expectations of customers. Skills will be developed in systems thinking and structured problem solving. Participants will leave the course with an understanding of the transformation needed to create a quality management organization.

When: January 9, 1998
Time: 9:00 am - 4:00 pm
Participants: Senior management and professional staff
Enrollment: 35
Fee: $55

Program #035TQMS98

Speed Reading Skills for Managers

This two-day workshop will teach you how to read everything you are expected to digest and still have time to get the job done. Designed to meet the precise needs of management, this remarkably effective course uses many relevant, high-interest reading selections to provide a dramatic increase in your on-the-job reading speed and ability to retain pertinent information.

When: December 17 - 18, 1997
February 25 - 26, 1998
May 6 - 7, 1998
Time: 9:00 am - 4:00 pm
Participants: Managers at all levels
Enrollment: 20
Fee: $140 (includes textbook)

Program #040SPRF98
#041SPRS98
#042SPRS98

Strategic Planning

The ability to develop a strategy for accomplishing goals within your unit is crucial to the successful delivery of services. This two-day program will focus on problem analysis, goal setting and planning and how to apply these techniques within the constraints and mission of your organization. Participants will have an opportunity to discuss and analyze their own problems and examine innovative approaches to these challenges.

When: November 6 - 7, 1997
March 25 - 26, 1998
Time: 9:00 am - 4:00 pm
Participants: Managers and professional staff
Enrollment: 30
Fee: $110

Program #043STPF98
#044STPS98

MANAGEMENT DEVELOPMENT

Team Building

This two-day program will focus on the dynamics of team building, either within an organization or across organizational boundaries. Participants in this course will understand the dynamics which accompany a project where people need to work together to accomplish a common goal. Topics will include: stages of group development, the foundation of a successful team experience, effective meetings, managing difficult behavior, process skills and problem solving.

When:	October 16 - 17, 1997 (Worcester)	**Program** #045TBWF98
	November 19 - 20, 1997	#046TBBF98
	February 18 - 19, 1998	#047TBBS98
Time:	9:00 am - 4:00 pm	
Participants:	Managers and professional staff	
Enrollment:	30	
Fee:	$110	

STAFF DEVELOPMENT

STAFF DEVELOPMENT

Techniques of Supervision

This five-day course is designed for first-line supervisors as an introduction to basic supervisory practices. Areas to be addressed include: Roles and responsibilities; Motivation; Communication; Planning and directing employee performance; Managing conflict; Problem solving; and Supervising in a culturally diverse and changing work environment. A combination of lecture, group exercises, and role play will be used to enhance the learning experience of participants. The goal of the program is to enable participants to supervise more effectively.

When:	October 7, 14, 21, 28, November 4, 1997	**Program**	#100TOSF98
	January 7, 14, 21, 28, February 4, 1998 (Cape)		#101TOCS98
	February 20, 27, March 6, 13, 20, 1998		#102TOSS98
	April 2, 9, 16, 23, 30, 1998 (Lowell)		#103TOLS98
Time:	9:00 am - 4:00 pm		
Participants:	First-line Supervisors		
Enrollment:	35		
Fee:	$240		

Intermediate Supervisory Practices

Designed for the experienced supervisor, this two-day program focuses on the more challenging situations supervisors face on the job. Topics will include: Effective resource management; Communication; Planning and directing employee performance; Effective discipline; and Performance feedback and evaluation. Emphasis will be on problem solving around the participant's issues.

When:	December 1 - 2, 1997	**Program**	#103ISPF98
	March 18 - 19, 1998 (Cape)		#104ISCS98
	April 21 - 22, 1998		#105ISPS98
Time:	9:00 am - 4:00 pm		
Pre-requisite:	Three years supervisory experience, and have previously taken an introduction to supervision course		
Enrollment:	35		
Fee:	$120		

STAFF DEVELOPMENT

Supervising the Marginal Employee

Supervising the marginal employee is one of the more challenging responsibilities of supervisors. This one-day seminar will provide participants with practical techniques to make the supervisory relationship more manageable. The purpose of this program is to enable supervisors to assess, problem-solve and make decisions within the context of difficult situations with employees. Skills include: Planning and directing employee performance; Motivation; Performance feedback and evaluation; and Effective discipline.

When: January 5, 1998
April 17, 1998 (Worcester)
May 4, 1998
Time: 9:00 am - 4:00 pm
Participants: Supervisors
Enrollment: 35
Fee: $55

Program #106SMES98
#107SMWS98
#108SMES98

Career Planning for Support Staff

This one-day workshop for clerical and support staff will focus on a process for individuals to identify their short and long term job and career goals, to understand the opportunities and resources available to them and to develop techniques and skills for career mobility. Tips on resume writing, networking and interviewing skills will be included.

When: January 23, 1998
Time: 9:00 am - 4:00 pm
Participants: Clerical and support staff
Enrollment: 35
Fee: $55

Program #109CPOS98

Professional Skills for Support Staff

This comprehensive three-day seminar will provide clerical/support staff with training to better realize their potential in the office. The seminar provides techniques to improve verbal and written communication, assertiveness, motivation, time management and supervising others. It will also discuss planning for professional career growth.

When: October 8, 15, 22, 1997
April 14, 21, 28, 1998
Time: 9:00 am - 4:00 pm
Participants: Secretarial personnel and support staff
Enrollment: 35
Fee: $175

Program #110PROF98
#111PROS98

STAFF DEVELOPMENT

Train-the -Trainer Certificate Program

The HRD Training Group is offering a Train-The-Trainer Certificate Program. In this customized program, participants will learn the essentials of human resource development and administration of in-service training programs on a wide range of topics. Sessions will include hands-on practice in assessing unit training needs, planning, organizing, writing, presenting, and evaluating effective human resource development programs for state agencies. The course will include intensive practical applications of the concepts learned in the course along with feedback about individual performance in a final required course project incorporating all aspects of the course.
Participants will be required to bring a "project in the planning stage" or develop their individual training activity that will become the focal point of the final course presentation from the seminar. Ample opportunity will be given for individualized attention, practice, feedback, and a comprehensive evaluation of these final course projects.

When: January 13, 20, 27, February 10, 17, March 3, 10, 18, 1998 **Program** #112TTTS98
Time: 9:00 am - 4:00 pm
Provider: E. Wallace Coyle Associates
Participants: Agency training staff who want to sharpen their training skills, supervisors, or staff preparing to make a transition to a training position.
Enrollment: 20
Fee: $500

Customer Relations

The skill of dealing effectively with the public is one that every state government employee should be able to demonstrate. The goals of this course will be to develop the ability to effectively communicate with the public in a professional manner. This one-day program will include effective telephone techniques, appropriate referrals, dealing with the hostile client, and priority setting.

When: September 23, 1997 **Program** #113CRBF98
December 10, 1997 #115CRBF98
March 24, 1998 #116CRBS98
March 31, 1998 (Worcester) #117CRWS98
March 31, 1998 (Cape) #114CRCS98
Time: 9:00 am - 4:00 pm
Participants: Individuals who have contact with the public on the job.
Enrollment: 35
Fee: $55

STAFF DEVELOPMENT

Core Writing Skills

This two-day workshop will help participants understand the basic building blocks of English. It will identify the eight parts of speech, sentence structures, and review punctuation rules and conventions. The seminar will also offer guidelines on handling abbreviations, numbers, and useful proofreading techniques. A portion of the seminar time will be devoted to helping participants acquire the confidence to undertake short on-the-job writing assignments.

At the conclusion of each lesson, participants complete practice exercises and receive individualized feedback to help ensure understanding and competency. Participants should bring three or four recent samples of their writing to the class.

When: October 21 - 22, 1997
March 11 - 12, 1998
Time: 9:00 am - 4:00 pm
Participants: Individuals who need to review and practice their basic writing skills
Enrollment: 25
Fee: $130

Program #119CWSF98
#120CWSS98

Business Writing: Letters and Memos

Learn how to write more effective letters and memos in this fast paced one-day workshop. Everyone wants to write letters and memos that state the message clearly, command attention, compel action and create a winning impression. This program is designed to enhance your ability to communicate in clear, concise and effective business language. This program is not for individuals having difficulty with basic writing skills but is geared for writers who are seeking to refine their skills.

When: November 21, 1997
February 24, 1998 (Worcester)
April 14, 1998
Time: 9:00 am - 4:00 pm
Participants: Individuals who want to improve their written communication skills
Enrollment: 25
Fee: $70

Program #121BWLF98
#122BWWS98
#123BWLS98

STAFF DEVELOPMENT

Intermediate Writing

Is writing one of your most difficult responsibilities on the job? Do you put off writing that report, letter, or memorandum? Does your supervisor rewrite every word? This two-day seminar will provide participants with the skills necessary to produce clear writing with confidence. This includes: How to get started; Drafts; Organizing information; Selecting and prioritizing what will be presented; and Writing clear, direct, and understandable sentences. Everyone can learn to enjoy the writing process. Participants should bring three samples of their writing to the class.

When: December 18 - 19, 1997
February 10 - 11, 1998
May 20 - 21, 1998
Time: 9:00 am - 4:00 pm
Participants: Anyone who has writing responsibilities as a major job duty
Enrollment: 25
Fee: $130

Program #124IWFF98
#125IWFS98
#126IWFS98

Report Writing

A properly constructed report is one of the most powerful business communication tools. This two-day program is designed for employees who have technical and other report responsibilities as a major job activity. This seminar will focus on how to organize and structure content, articulate objectives, direct the message to specific audiences, and format the completed project. Participants will practice analyzing and editing. Participants should bring a recent sample of their report writing to class.

When: November 19 - 20, 1997
April 21 - 22, 1998
Time: 9:00 am - 4:00 pm
Participants: Anyone who has report writing responsibilities as a major job duty
Enrollment: 25
Fee: $130

Program #127RPWF98
#128RPWS98

Assertiveness Training for People in the Workplace

Assertiveness training will help you to be more personally effective both in the workplace and at home. You will learn how to stand up for your rights without denying the rights of others and how to turn self-defeating behavior patterns into productive action. We will explore the ways in which we deal with others, and look at our culturally-learned responses, as well as our personal obstacles to assertiveness.

When: December 11, 1997
May 12, 1998
Time: 9:00 am - 4:00 pm
Participants: Anyone interested in learning more about effective assertiveness
Enrollment: 35
Fee: $55

Program #130ASTF98
#131ASTS98

Effective EPRS Communication Skills

This course for supervisors and employees teaches you how to use the Employee Performance Review System (EPRS) as a communication tool to set goals and evaluate whether those goals have been reached. Different communication styles will be discussed as well as ways to give and receive feedback and how to effectively participate in performance reviews. Methods of preparing for and diffusing difficult situations will be practiced. Participants will use examples from their own lives as well as case studies presented in the class.

When:	September 18, 1997	**Program**	#180ECSF98
	September 23, 1997 (Northampton)		#181ECNF98
	October 8, 1997 (Worcester)		#182ECWF98
	October 16, 1997		#183EECF98
	November 6, 1997		#184ECSF98
	November 20, 1997(Worcester)		#185ECWF98
	December 11, 1997		#186ECSF98
	January 7, 1998 (Lowell)		#187ECLS98
	January 22, 1998		#188ECSS98
	February 4, 1998 (Holyoke)		#189ECHS98
	February 10, 1998		#190ECSS98
	March 3, 1998		#191ECSS98
	April 2, 1998		#192ECSS98
	April 21, 1998 (Northampton)		#193ECNS98
	May 7, 1998		#194ECSS98
	May 12, 1998 (Cape)		#195ECCS98
	June 3, 1998		#196ECSS98
Time:	9:00 am - 4:00 pm		
Participants:	Employees and supervisors covered under Collective Bargaining Agreements		
Prerequisites:	Knowledge of EPRS - this is not an introduction to EPRS		
Enrollment:	30		
Fee:	None		

Workplace Communication

This two-day program will explore the intricacies of communication. Participants will examine issues and develop skills critical to effective communication. They will also develop an understanding of the impact of communication on work performance and on the environment of the office. Topics will include: active listening, identifying barriers, conflict resolution, problem solving and feedback.

When:	September 29 - 30, 1997	**Program**	#196WPCF98
	March 18 - 19, 1998		#197WPCS98
	April 2 - 3, 1998 (Northampton)		#198WPNS98
	April 29 - 30, 1998		#199WPCS98
Time:	9:00 am - 4:00 pm		
Participants:	Supervisors and professional staff		
Enrollment:	35		
Fee:	$110		

STAFF DEVELOPMENT

Language Skills for ESL Employees

This four-day program is designed to strengthen and reinforce the fundamentals of English for employees whose native language is not English. It will focus on both speaking and writing skills. Participants will practice expanding their vocabulary, polishing verbal skills, improving grammar and mastering punctuation. This is not a beginning course in ESL, but a course for people who need to overall strengthen the impact of their business communication skills.

When: October 20, 27, November 3, 10, 1997
January 9, 16, 23, 30, 1998 (Worcester)
April 2, 9, 16, 23, 1998

Program #140BLSF98
#141BLWS98
#142BLSS98

Time: 9:00 am - 4:00 pm
Participants: For individuals who have English as second language
Enrollment: 25
Fee: $220

Public Speaking

Learn how to improve your ability to make effective presentations before small and large groups. This three-day course will focus on improving skills in delivering accurate, concise, and persuasive messages, whether they be for a formal presentation or a daily part of your responsibility. Practice and feedback will allow participants to identify their communication strengths and weaknesses. Course content includes: organization, audience analysis, handling questions, dealing with stress, verbal and nonverbal communication.

When: September 22, 23, 24, 1997 (Worcester)
October 15, 16, 17, 1997
December 3, 4, 5, 1997
February 11, 12, 13, 1998
May 6, 7, 8, 1998

Program #151PSWF98
#152PSBF98
#153PSBF98
#154PSBS98
#155PSBS98

Time: 9:00 am - 4:00 pm
Participants: Trainers, supervisors, and entry-level managers
Enrollment: 20
Fee: $195

Stress Management

This one-day program is designed to provide participants with an understanding of the factors and situations which are stress producing. It covers the nature of stress and burnout, and their physical, psychological, and sociological consequences. Negative and positive coping behaviors are described. Simple but effective techniques for dealing with stress-both internally, via relaxation, desensitization, and self-image improvement; and externally, via behavior management and assertiveness training are discussed. Application of these techniques will be practiced during the session.

When:	October 30, 1997 (Cape)	**Program** #160STCF98
	November 21, 1997	#161STMF98
	December 4, 1997 (Northampton)	#162STNF98
	May 21, 1998	#163STMS98
Time:	9:00 am - 4:00 pm	
Participants:	Individuals interested in learning how to cope with stress	
Enrollment:	35	
Fee:	$55	

Understanding and Preventing Sexual Harassment in the Workplace: Train-The-Trainer

This one-day workshop is designed to provide agency trainers, Sexual Harassment Officers, and those responsible for conducting Sexual Harassment workshops an overview of the training curriculum. Participants will review both the Managers and Employees materials and handouts and will work in small groups to discuss the various cases presented. All materials needed to conduct workshops back in the individual agencies will be provided to the participants.

When:	November 21, 1997	**Program** #101PSHF98
	May 21, 1998	#101PSHS98
Time:	9:00 am - 4:00 pm	
Participants:	Agency Trainers and Sexual Harassment Officers	
Enrollment:	30	
Fee:	None	

STAFF DEVELOPMENT

Work Organization

Do you have 100 things to do at the same time? Organizing work, managing time and priority goal-setting are issues for everyone in the workplace. This one-day seminar will provide employees with hands-on, practical techniques which help them to do their job more effectively and efficiently. Participants will review the basis of time management techniques and decision-making; learn to cope with interruptions and paper build-up; and develop strategies to apply new techniques on-the-job.

When:	September 25, 1997	**Program** #164WOMF98
	October 17, 1997 (Northampton)	#165WONF98
	January 20, 1998	#166WOMS98
	April 8, 1998 (Worcester)	#166WOWS98
	May 8, 1998	#166WOMS98
Time:	9.00 am - 4:00 pm	
Participants:	Staff at all levels	
Enrollment:	35	
Fee:	$55	

Basic Workplace Spanish

This course is designed to address the workplace issues and communication needs of the participants. Content will focus on basic grammar, building vocabulary and increasing verbal communication skills. Participants will achieve a basic level of two-way conversation with people who speak Spanish. This is an entry level course for individuals who do not speak or understand Spanish.

When:	October 20, 27, November 3, 10, 17, 24, December 1, 8, 15, 22, 1997	**Program** #170BWF98
Time:	10 weeks, 10:30 am - 12:30 pm	
Participants:	Individuals who need Spanish language skills on the job.	
Provider:	Middlesex Community College, Business and Industry Programs	
Enrollment:	25	
Fee:	$250 (includes the cost of the text)	

American Sign Language (ASL)

This course is an introduction to ASL and Deaf culture. It is the primary language of the American Deaf Community. It introduces commonly used signs, basic rules of grammar, non-manual components of ASL and some cultural information about the deaf community. Participants will develop a basic expressive and receptive sign vocabulary and be able to produce and understand grammar sentences and dialogues, attain competence and demonstrate ability to use some basic grammar rules of ASL. Participants will also become familiar with some cultural and behavioral aspects of the deaf community including etiquette and life styles. In-class practice of ASL includes everyday conversation.

When:	January 5, 12, 26, February 2, 9, 23,	**Program** #180ASLS98
	March 2, 9, 16, 23, 30, April 6, 1998	
Time:	12 weeks, 4:30 pm - 6:30 pm	
Participants:	Any individual wishing to learn ASL	
Enrollment:	20	
Fee:	$250 (includes the cost of the text)	

COMPUTER PROGRAMS

DTLO's Please Note:

Agency dedicated training for any single computer program is available on a limited basis at a special rate of $100 per person per six (6) hour class for groups of ten (10) or more participants from a single agency. (All charged to one I.E.)

COMPUTER PROGRAMS

Introduction to Windows

This one-half day course is designed to teach the basics of Microsoft Windows' graphical user interface (GUI) and its applications. Participants will learn the following: Basics of the mouse, menus, and icons; How to open, move and size windows; Use the accessories applications; and Utilize Windows Program Manager. Separate classes for Windows 3.1, Windows 95 and Windows 97 are offered.

		Program:	a.m.	p.m.
Windows 3.1				
When:	September 23, 1997		#100WINF98	#101WINF98
October 24, 1997	#102WINF98		#103WINF98	
	November 7, 1997		#104WINF98	#105WINF98
	December 12, 1997		#106WINF98	#107WINF98
	January 8, 1998		#200WINS98	#201WINS98
	March 4, 1998		#202WINS98	#203WINS98
	May 4, 1998		#204WINS98	#205WINS98
Windows 95				
When:	September 24, 1997		#110WINF98	#111WINF98
	October 7, 1997		#112WINF98	#113WINF98
	October 30, 1997		#114WINF98	#115WINF98
	November 12, 1997		#116WINF98	#117WINF98
	December 16, 1997		#118WINF98	#119WINF98
	January 15, 1998		#206WINS98	#207WINS98
	January 20, 1998		#208WINS98	#209WINS98
	February 2, 1998		#210WINS98	#211WINS98
	March 13, 1998		#212WINS98	#213WINS98
	March 30, 1998		#214WINS98	#215WINS98
	April 6, 1998		#216WINS98	#217WINS98
	June 8, 1998		#218WINS98	#219WINS98
Windows 97				
When:	September 25, 1997		#120WINF98	
	October 23, 1997		#122WINF98	#123WINF98
	November 18, 1997		#124WINF98	#125WINF98
	December 8, 1997		#126WINF98	#127WINF98
	January 22, 1998		#220WINS98	#221WINS98
	February 2, 1998		#222WINS98	#223WINS98
	March 5, 1998		#224WINS98	#225WINS98
	March 30, 1998		#226WINS98	#227WINS98
	April 29, 1998		#228WINS98	#229WINS98
	May 12, 1998		#240WINF98	#241WINF98

Time: 9:00 am - 12:00 pm and 1:00 pm - 4:00 pm (2 sessions per day)
Enrollment: 12
Prerequisite: PC Fundamentals training or equivalent knowledge
Fee: $60

COMPUTER PROGRAMS

Introduction to Excel for Windows

This one-day intensive workshop is designed to introduce the basics of the electronic spreadsheet. Participants will learn to: Create and edit simple spreadsheets; Build formulas; Create and use functions; Copy and paste; Format; and Print. Separate classes for Excel 5.0, Excel 7.0 and Excel 97 are offered.

Excel 5.0

When:	October 2, 1997	**Program**	#150EXCF98
	November 19, 1997		#151EXCF98
	February 12, 1998		#250EXCS98
	May 7, 1998		#251EXCS98

Excel 7.0

When:	October 9, 1997	**Program**	#160EXCF98
	December 10, 1997		#161EXCF98
	March 2, 1998		#260EXCS98
	May 6, 1998		#261EXCS98
	June 3, 1998		#262EXCS98

Excel 97

When:	September 30, 1997	**Program**	#170EXCF98
	November 3, 1997		#171EXCF98
	February 5, 1998		#270EXCS98
	April 1, 1998		#271EXCS98

Time: 9:00 am - 4:00 pm
Enrollment: 12
Prerequisite: Introduction to Windows or equivalent
Fee: $120

COMPUTER PROGRAMS

Intermediate Excel for Windows

This one-day course is designed for users who are comfortable with the commands taught in the introductory course. The session will cover: Advanced functions; Advanced commands; Working with multiple spreadsheets; Quick sorts; Naming ranges; and Drop and drag editing. Separate classes for Excel 5.0, Excel 7.0 and Excel 97 are offered.

Excel 5.0			
When:	October 16, 1997	**Program**	#152EXCF98
	December 3, 1997		#153EXCF98
	February 26, 1998		#253EXCS98
	May 21, 1998		#254EXCS98
Excel 7.0			
When:	October 23, 1997	**Program**	#162EXCF98
	January 7, 1998		#263EXCS98
	March 16, 1998		#264EXCS98
	May 20, 1998		#265EXCS98
	June 15, 1998		#266EXCS98
Excel 97			
When:	October 14, 1997	**Program**	#172EXCF98
	November 19, 1997		#173EXCF98
	February 19, 1998		#272EXCS98
	April 15, 1998		#273EXCS98

Time: 9:00 am - 4:00 pm
Enrollment: 12
Prerequisite: Experience with commands taught in Introduction to Excel for Windows
Fee: $120

COMPUTER PROGRAMS

Introduction to Word for Windows

This one-day course is designed to teach the basics of word processing using the software packages' command system. The course will cover: Creating a document; Editing and revising documents; Spell checking and thesaurus; Formatting; Auto correct; Find and replace; and Printing. Separate classes for Word 6.0, Word 7.0 and Word 97 are offered.

Word 6.0			
When:	October 1, 1997	**Program**	#154WORD98
	December 9, 1997		#155WORD98
	February 3, 1998		#255WORD98
	March 31,1998		#256WORD98
Word 7.0			
When:	October 8, 1997	**Program**	#163WORD98
	December 4, 1997		#164WORD98
	February 4, 1998		#267WORD98
	April 2, 1998		#268WORD98
	June 2, 1998		#269WORD98
Word 97			
When:	October 2, 1997	**Program**	#174WORD98
	December 3, 1997		#175WORD98
	March 10, 1998		#274WORD98
	May 5, 1998		#275WORD98

Time: 9:00 am - 4:00 pm
Enrollment: 12
Prerequisite: Introduction to Windows or equivalent knowledge
Fee: $120

PROGRAMS

Intermediate Word for Windows

This one-day course is designed for experienced users of Word for Windows and it introduces the intermediate features of the program. Intermediate topics will be: Advanced formatting; Creating footnotes and endnotes; Indents and tabs; and Using Wizards and templates. Separate classes for Word 6.0, Word 7.0 and Word 97 are offered.

Word 6.0			
When:	October 15, 1997	**Program**	#156WORD98
	December 23, 1997		#157WORD98
	February 17, 1998		#256WORD98
	April 14, 1998		#257WORD98
Word 7.0			
When:	October 22, 1997	**Program**	#165WORD98
	December 18, 1997		#166WORD98
	February 18, 1998		#276WORD98
	April 16, 1998		#277WORD98
	June 18, 1998		#278WORD98
Word 97			
When:	October 16, 1997	**Program**	#176WORD98
	December 17, 1997		#177WORD98
	March 24, 1998		#242WORD98
	May 20, 1998		#243WORD98

Time: 9:00 am - 4:00 pm
Enrollment: 12
Prerequisite: Experience with commands taught in Introduction to Word for Windows
Fee: $120

COMPUTER PROGRAMS

DATABASE MANAGEMENT PROGRAMS

Introduction to Access for Windows

This one-day hands-on workshop is designed to familiarize you with Access for Windows. This class will teach you to: Create, save and print Access tables; Add records; Query the database; Delete records; and Design simple reports, forms and properties. Separate courses are being offered for Access 2.0, Access 7.0 and Access 97.

Access 2.0			
When:	September 30, 1997	**Program**	#180ACCF98
	December 15, 1997		#181ACCF98
	April 7, 1998		#280ACCS98
Access 7.0			
When:	November 10, 1997	**Program**	#190ACCF98
	January 13, 1998		#290ACCS98
	March 18, 1998		#291ACCS98
	May 13, 1998		#292ACCS98
Access 97			
When:	October 1, 1997	**Program**	#300ACCF98
	December 2, 1997		#301ACCF98
	March 11, 1998		#400ACCS98

Time: 9:00 am - 4:00 pm
Enrollment: 12
Prerequisite: Introduction to Windows or equivalent knowledge
Fee: $120

Intermediate Access for Windows

This one-day course is designed to build upon the Introduction to Access for Windows course. This class will teach you to: Modify tables to control data entry; Access design documents; Use advanced query techniques; Create calculated controls; and Design and enhance forms. Separate courses are being offered for Access 2.0, Access 7.0 and Access 97.

Access 2.0			
When:	October 14, 1997	**Program**	#182ACCF98
	December 29, 1997		#183ACCF98
	April 21, 1998		#281ACCS98
Access 7.0			
When:	November 24, 1997	**Program**	#191ACCF98
	January 27, 1998		#293ACCS98
	April 8, 1998		#294ACCS98
	May 27, 1998		#295ACCS98
Access 97			
When:	October 15, 1997	**Program**	#302ACCF98
	December 16, 1997		#303ACCF98
	March 25, 1998		#401ACCS98

Time: 9:00 am - 4:00 pm
Enrollment: 12
Prerequisite: Introduction to Access for Windows or equivalent knowledge
Fee: $120

COMPUTER PROGRAMS

Advanced Access for Windows

This one-day intensive hands-on workshop explores database techniques and features that improve the user's productivity. The emphasis is on practical examples of data analysis and report preparation. Topics will include: Expanding your database vocabulary; Creating complex reports; Screens for custom data entry; Programming essentials; Programming for custom output; Advanced form design; and Programming for data entry. Separate courses are offered for Access 2.0, Access 7.0 and Access 97.

Access 2.0			
When:	October 28, 1997	**Program**	#184ACCF98
	January 12, 1998		#282ACCS98
	May 5, 1998		#283ACCS98
Access 7.0			
When:	December 8, 1997	**Program**	#192ACCF98
	February 10, 1998		#296ACCS98
	April 17, 1998		#297ACCS98
	June 10, 1998		#298ACCS98
Access 97			
When:	October 29, 1997	**Program**	#304ACCF98
	January 6, 1998		#402ACCS98
	April 2, 1998		#403ACCS98
Time:	9:00 am - 4:00 pm		
Enrollment:	12		
Prerequisite:	Intermediate Access for Windows or equivalent knowledge		
Fee:	$120		

Access Application Development

This one-day intensive hands-on workshop provides experienced database users with an opportunity to enhance their programming skills. The emphasis is on sharing practical examples of applications with the class. Topics will include: Expert commands and functions; Designing and implementing complete applications; Advanced programming techniques for effective input and output; Solving multi-user database issues; Security; Splash screens; Main forms; and Integrating databases with other applications and tools. Separate courses are being offered for Access 2.0, Access 7.0 and Access 97.

Access 2.0			
When:	November 13, 1997	**Program**	#186ACCF98
	January 23, 1998		#284ACCS98
	May 19, 1998		#285ACCS98
Access 7.0			
When:	January 5, 1998	**Program**	#286ACCS98
	February 24, 1998		#287ACCS98
	April 22, 1998		#288ACCS98
	June 16, 1998		#289ACCS98
Access 97			
When:	November 4, 1997	**Program**	#305ACCF98
	January 29, 1998		#404ACCS98
	April 27, 1998		#405ACCS98
Time:	9:00 am - 4:00 pm		
Enrollment:	12		
Prerequisite:	Intermediate Access for Windows or equivalent knowledge		
Fee:	$120		

COMPUTER PROGRAMS

Introduction to PowerPoint for Windows

This one-day program teaches you how to create and edit presentation slides. You will learn how to: Arrange your ideas by using an outlining function; Add lines, shapes, and charts to your slides; and Produce effective presentations by using templates, masters, color schemes, word art, clip art, organization charts, and graphs. Separate courses are being offered for PowerPoint 4.0, PowerPoint 7.0 and PowerPoint 97.

PowerPoint 4.0
When: October 20, 1997 — **Program** #306PPTF98
March 5, 1998 — #406PPTS98

PowerPoint 7.0
When: November 18, 1997 — **Program** #307PPTF98
March 19, 1998 — #407PPTS98

PowerPoint 97
When: September 26, 1997 — **Program** #308PPTF98
December 9, 1997 — #309PPTF98

Time: 9:00 am - 4:00 pm
Enrollment: 12
Prerequisite: Introduction to Windows or equivalent knowledge
Fee: $120

DESKTOP PUBLISHING

Introduction to PageMaker for Windows

This two-day course is designed for individuals who will be using software for production of publications. In this course you will learn to create typeset quality publications. The course will cover: Menus and tools; Creating, importing, and editing text and graphics; Constructing master pages; Aldus additions; and Designing publications. Separate courses are being offered for PageMaker 5.0 and PageMaker 6.0.
Note: Skills learned in this program are also applicable to MAC users

PageMaker 5.0
When: February 19-20, 1998 — **Program** #408PGMS98

PageMaker 6.0
When: November 20-21, 1997 — **Program** #310PGMF98

Time: 9:00 am - 4:00 pm
Enrollment: 12
Prerequisite: Must have at least 2 months experience using Windows
Fee: $240

COMPUTER PROGRAMS

Integrating Your Microsoft Office Applications

This one-day course will teach you how to integrate your documents created in Excel and PowerPoint into Word documents by copying, linking, embedding, and importing. You will also learn to combine Word text with clip art, bitmaps, PowerPoint presentations, and with Excel charts and data. Separate courses are offered using Windows 3.1, Windows 95 and Windows NT.

Windows 3.1

When:	November 25, 1997	**Program**	#311IMSF98
	May 11, 1998		#409IMSS98

Windows 95

When:	November 28, 1997	**Program**	#312IMSF98
	May 12, 1998		#410IMSS98

Windows NT

When:	November 5, 1997	**Program**	#313IMSF98
	February 10, 1998		#314IMSS98

Time: 9:00 am - 4:00 pm
Enrollment: 12
Prerequisite: Experience using Microsoft Word for Windows, Excel, and PowerPoint
Fee: $120

Introduction to Microsoft Project for Windows

This two-day course will teach you the concepts of project management as applied to managing the tasks necessary to complete various projects and prepare you for managing your own projects. During the class you will learn how to create Gantt charts and PERT charts, outline the tasks which make up a project and prepare a schedule. Participants will also review and adjust project costs, resource allocations and calendars, as well as learn to track the progress of a project, compare it with a baseline schedule, and then review the critical paths. Separate courses are offered using Microsoft Project 4.0 and Microsoft Project 4.1.

Microsoft Project 4.0

When:	January 26-27, 1998	**Program**	#411MSPS98
	May 22, 26, 1998		#412MSPS98

Microsoft Project 4.1

When:	November 12-13, 1997	**Program**	#315MSPF98
	June 9-10, 1998		#413MSPS98

Time: 9:00 am - 4:00 pm
Enrollment: 12
Prerequisite: Introduction to Windows or equivalent knowledge
Fee: $240

COMPUTER PROGRAMS

INTERNET

Introduction to the Internet

This one-half day course is designed to provide participants with the information they need to navigate effectively through the Internet. This course covers the most popular features of the Internet, such as: the History and overview of the Internet; Connecting and accessing the Internet; Searching the Web; Downloading; and Navigating the World Wide Web.

		Program:	am	pm
When:	September 24, 1997		#316INTF98	#317INTF98
	October 31, 1997		#318INTF98	#319INTF98
	November 24, 1997		#320INTF98	#321INTF98
	December 19, 1997		#322INTF98	#323INTF98
	January 9, 1998		#414INTS98	#415INTS98
	February 5, 1998		#416INTS98	#417INTS98
	March 10, 1998		#418INTS98	#419INTS98
	April 23, 1998		#420INTS98	#421INTS98
	May 19, 1998		#422INTS98	#423INTS98
	June 11, 1998		#424INTS98	#425INTS98

Time: 9:00 am - 12:00 and 1:00 - 4:00 pm (2 sessions per day)
Enrollment: 12
Prerequisite: Introduction to Windows or equivalent knowledge
Fee: $60

Introduction to Web Page Development

This one-day course covers the basics of Web Page development using Hypertext Markup Language (HTML). Topics will include: Planning and designing a web page; Basic programming skills using HTML; Establishing links in a document; Adding graphics to a document; Publishing web pages; and an Overview of on-line services for publishing.

		Program
When:	October 22, 1997	#325WEBF98
	November 7, 1997	#326WEBF98
	December 10, 1997	#327WEBF98
	January 12, 1998	#427WEBS98
	February 25, 1998	#428WEBS98
	March 25, 1998	#429WEBS98
	April 28, 1998	#430WEBS98
	May 27, 1998	#431WEBS98

Time: 9:00 am - 4:00 pm
Enrollment: 12
Prerequisite: Introduction to Windows or equivalent knowledge
Fee: $120

COMPUTER PROGRAMS

HTML Authoring

This two-day course covers the following topics: Basic Hypertext Markup Language (HTML) and HTML design techniques; Developing a home page on the Web using Notepad and a web browser for editing and conversion; Creating links; Linking to external media; Manipulating images; Working with tables; and Using icons.

When: November 5-6, 1997
April 13-14, 1998

Program #324HTML98
#426HTML98

Time: 9:00 am - 4:00 pm
Enrollment: 12
Prerequisite: Introduction to the Internet or equivalent knowledge
Fee: $240

QUICK START WORKSHOPS

With these three and six-hour workshops, you will learn to improve your skills using those functions most commonly used in your work environment. The three-hour workshops will be given in the morning and in the afternoon to accommodate your schedules.

MS WORD

Headers, Footers and Forms

In this half-day workshop you will learn how to do the following: Vary the page setup using section breaks; Create varying headers and footers; Create forms using form fields; and Special character formatting.

		Program	am	pm
When:	October 24, 1997		#005HFFF98	
	January 9, 1998			#006HFFS98
	March 20, 1998		#007HFFS98	
	April 13, 1998		#008HFFS98	

Time: 9:00 am - 12:00 pm or 1:00 pm - 4:00 pm
Enrollment: 12
Prerequisites: Basic Topics in Word, Intermediate Topics in Word or equivalent knowledge
Fee: $60

Macros and Document Management

In this half-day workshop you will learn how to do the following: Create and use Auto text entries; Insert symbols and files; Record and test macros; Delete macros; View and sort documents; and Manage files.

		Program	am	pm
When:	October 20, 1997		#017MDMF98	#018MDMF98
December 22, 1997				#019MDMF98
	March 16, 1998		#020MDMS98	
	April 27, 1998		#021MDMS98	

Time: 9:00 am - 12:00 pm or 1:00 pm - 4:00 pm
Enrollment: 12
Prerequisites: Basic Topics in Word, Intermediate Topics in Word, or equivalent knowledge
Fee: $60

QUICK START WORKSHOPS

Mail Merge for Documents and Envelopes

In this half-day workshop you will learn how to do the following: Perform a basic mail merge; Create a main document; Create a data table; Create form letters; Merge letters while checking for errors; and Create envelopes and mailing labels using a merge.

		Program	am	pm
When:	October 3, 1997		#001MMWF98	
	November 17, 1997			#002MMWF98
	February 27, 1998		#003MMWS98	
	April 6, 1998		#004MMWS98	

Time: 9:00 am - 12:00 pm or 1:00 pm - 4:00 pm
Enrollment: 12
Prerequisites: Basic Topics in Word, Intermediate Topics in Word, or equivalent knowledge
Fee: $60

Presentation Graphics

In this half-day workshop you will learn how to do the following: Create columns; Insert clip art; Work with frames; Use drawing tools; Edit clip art; and use Word art.

		Program	am	pm
When:	December 12, 1997			#013WPGF98
	March 9, 1998		#014WPGS98	
	April 24, 1998		#015WPGS98	
	June 5, 1998		#016WPGS98	

Time: 9:00 am - 12:00 pm or 1:00 pm - 4:00 pm
Enrollment: 12
Prerequisites: Basic Topics in Word, Intermediate Topics in Word, or equivalent knowledge
Fee: $60

Styles and Outlines

In this half-day workshop you will learn how to do the following: Create and delete custom styles; Modify existing styles; Organize styles; Assign shortcut keys; Create an outline and a multilevel list; and Create a table of contents.

		Program	am	pm
When:	October 6, 1997			#009WSOF98
	February 9, 1998		#010WSOS98	
	March 27, 1998		#011WSOS98	
	May 1, 1998		#012WSOS98	

Time: 9:00 am - 12:00 pm or 1:00 pm - 4:00 pm
Enrollment: 12
Prerequisites: Basic Topics in Word, Intermediate Topics in Word, or equivalent knowledge
Fee: $60

QUICK START WORKSHOPS

MS EXCEL

Charts

In this half-day workshop you will learn to do the following: Create and modify a chart sheet: Create and modify an embedded chart; Format charts; Autoformats; Use graphics objects; and Advanced formatting.

When:	October 10, 1997	**Program** #032ECHF98
	December 5, 1997	#033ECHF98
	February 20, 1998	#034ECHS98
	May 4, 1998	#035ECHS98
Time:	9:00 am - 12:00 pm	
Enrollment:	12	
Prerequisites:	Basic Topics in Excel, Intermediate Topics in Excel, or equivalent knowledge	
Fee:	$60	

Database Commands

In this half-day workshop you will learn the following: Database rules and structure; Single and multilevel sorts; Creating custom lists; Performing basic and advanced Autofilter; Performing basic and advanced filters; and Using the dataform to add, edit and delete records.

When:	October 31, 1997	**Program** #028DBCF98
	February 6, 1998	#029DBCS98
	March 23, 1998	#030DBCS98
	May 18, 1998	#031DBCS98
Time:	9:00 am - 12:00 pm	
Enrollment:	12	
Prerequisites:	Basic Topics in Excel, Intermediate Topics in Excel, or equivalent knowledge	
Fee:	$60	

Multiple Sheets and Linking

In this half-day workshop you will learn how to do the following: Create and maintain a multiple sheet workbook; Create and use 3-D formulas and functions; Link external databases; and Copy and freeze links.

		Program	am	pm
When:	September 26 1997		#022MSLF98	#023MSLF98
	January 30, 1998		#024MSLS98	#025MSLS98
	April 3, 1998		#026MSLS98	#027MSLS98
Time:	9:00 am - 12:00 pm or 1:00 pm - 4:00 pm			
Enrollment:	12			
Prerequisites:	Basic Topics in Excel, Intermediate Topics in Excel, or equivalent knowledge			
Fee:	$60			

QUICK START WORKSHOPS

Pivot Tables

In this half-day workshop you will learn how to do the following: Create a pivot table; Modify a pivot table; Add data; Change the view; Hide, show and remove data; Use and change functions; and Formatting.

		Program	am	pm
When:	November 17, 1997		#042PIVF98	
	January 5, 1998		#043PIVS98	
	March 27, 1998			#044PIVS98
	May 18, 1998			#045PIVS98
	June 5, 1998			#046PIVS98

Time: 9:00 am - 12:00 pm or 1:00 pm - 4:00 pm
Enrollment: 12
Prerequisites: Basic Topics in Excel, Intermediate Topics in Excel and Excel Multiple Sheets & Linking. It is imperative that participants meet these prerequisites.
Fee: $60

Visual Basic Macros

In this one-day workshop you will learn how to do the following: Different ways to run macros, Record a macro; Absolute and relative referencing; Create push buttons; Use keyboard shortcuts and custom toolbar buttons; User defined functions; Decision making code; Loops; Create custom dialogue boxes; and Use a personal macro workbook.

		Program
When:	November 28, 1997	#036VBAF98
	February 9, 1998	#037VBAS98
	March 12, 1998	#038VBAS98
	April 17, 1998	#039VBAS98
	May 6, 1998	#040VBAS98
	June 12, 1998	#041VBAS98

Time: 9:00 am - 4:00 pm
Enrollment: 12
Prerequisites: Basic Topics in Excel, Intermediate Topics in Excel and Excel Multiple Sheets & Linking. It is imperative that participants meet these prerequisites.
Fee: $120

QUICK START WORKSHOPS

Advanced Printing and Management Techniques

In this half-day workshop you will learn how to do the following: Create and use outlines; Use the auditing features; Advanced printing techniques; and Advanced formatting.

		Program	am	pm
When:	November 14, 1997		#047PMTF98	
	February 13, 1998		#048PMTS98	
	April 10, 1998			#049PMTS98
	May 15, 1998		#050PMTS98	

Time: 9:00 am - 12:00 pm
Enrollment: 12
Prerequisites: Basic Topics in Excel, Intermediate Topics in Excel, or equivalent knowledge
Fee: $60

FILE MANAGEMENT

File Manager 3.1

In this half-day workshop you will learn how to do the following: Manipulate files and directories using the panes; Create new directories; Move and copy directories and files; Sort and rename files and directories; Change the view of your screen; Delete folders and files; and Format a floppy disk.

		Program	am	pm
When:	October 6, 1997		#051FLMF98	
	December 22, 1997		#052FLMF98	
	February 6, 1998			#053FLMS98
	March 20, 1998			#054FLMS98
	April 3, 1998			#055FLMS98
	April 13, 1998			#056FLMS98
	May 1, 1998			#057FLMS98

Time: 9:00 am - 12:00 pm or 1:00 pm - 4:00 pm
Enrollment: 12
Prerequisites: Windows 3.1 or equivalent knowledge
Fee: $60

Windows Explorer

In this half-day workshop you will learn how to do the following: Manipulate files and folders using the panes; Create new folders; Move and copy folders and files; Use the toolbar; Sort and rename files and folders; Change the view of your screen; Delete folders and files; and Use the Recycle Bin and My Briefcase.

		Program	am	pm
When:	October 27, 1997		#058FLMF98	
	December 29, 1997			#059FLMF98
	February 23, 1998		#060FLMS98	
	March 3, 1998			#061FLMS98

Time: 9:00 am - 12:00 pm or 1:00 pm - 4:00 pm
Enrollment: 12
Prerequisites: Windows 3.1 or equivalent knowledge
Fee: $60

TUITION REMISSION CERTIFICATE
Commonwealth of Massachusetts
Human Resources Division

INSTRUCTIONS FOR COMPLETING TUITION REMISSION CERTIFICATE

- Read the Guidelines for Tuition Remission to determine whether you or your spouse are eligible for this benefit. You must bring proof of marriage to your Human Resources Director for verification. Proof of marriage must be a legal form such as a Marriage Certificate.

- You must be a full-time state employee with at least six (6) months of service at the time you submit this certificate.

- HRD administers this program for eligible state employees and their spouses:
  - managerial and confidential employees in the Executive Branch
  - all non-union employees of Constitutional Offices (Governor, Lieutenant Governor, Secretary of State, Attorney General, State Auditor, State Treasurer)
  - employees in the Executive Branch and the Attorney General's office covered in Unit 1, 3, and 6 (NAGE), Unit 2, 8, and 10 (Alliance) and Unit 9 (MOSES).

- Other state employees should consult with their Human Resources Director for applicable Tuition Remission policies and procedures.

- Fill-in the information requested. Certificates are to be completed in ink. Employees complete sections I, II, and III. Section IV is to be filled out by your Agency's authorized Human Resources Director. Section V is to be completed by HRD.

- Proof of Marriage is needed if the Tuition Remission is being used by a spouse. The Human Resources Director will verify the proof of marriage and write a description of the proof on the line provided.

- The Human Resources Director verifies the information, signs the Certificate and forwards it to the Human Resources Division.

- The completed and signed Certificate is sent to: Human Resources Division, One Ashburton Place, Room 1002, Boston, MA 02108. **Allow three (3) weeks from date received by HRD for processing**. Check with your Human Resources Director to make sure the Certificate was sent to HRD.

- Submit this Certificate with the tuition bill to the Community College, State College or State University you or your spouse will be attending.

- This Certificate is valid for 120 days from the date of issue. A new Certificate is required for each academic semester.

TUITION REMISSION CERTIFICATE
Commonwealth of Massachusetts
Human Resources Division

Section 1: TO BE FILLED OUT BY EMPLOYEE/EMPLOYEE'S SPOUSE

To: Registrar, _____
(Name of Community College, State College or University)

Subject: Certificate of Eligibility for Tuition Remission for (check one):
[ ] State Agency Employee [ ] Spouse of State Agency Employee

The individual named below is an employee in the service of the Commonwealth of Massachusetts or is a spouse of an employee and meets the eligibility requirements for receiving tuition remission benefits for _____at your institution.
(academic semester)

Section II: TO BE FILLED OUT BY EMPLOYEE/EMPLOYEE'S SPOUSE

Employee Name: _____ Social Security #: _____

Work Telephone #: _____ Date: _____

Agency: _____ [ ] Managerial [ ] Non-Managerial

Agency Address: _____ Management Level: _____

City: _____ Zip: _____ Collective Bargaining Unit: _____
(if none, indicate "no unit")

(Fill out if to be used for Spouse of Employee)
Spouse Name: _____ Social Security #: _____

Home Address: _____ City: _____ Zip: _____

I certify that the above information is true (employee signature): _____

Course(s) Enrolled for: (check one) [ ] Undergraduate [ ] Graduate

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Section III: VOLUNTARY INFORMATION (Of the person using the benefit)
Sex: Male [ ] Female [ ] Disability: Yes [ ] No [ ] Veteran: Yes [ ] No [ ]
Race: White [ ] Black [ ] Hispanic [ ] Asian/Pacific Islander [ ] Native American [ ] Other _____

Section IV: TO BE FILLED OUT BY HUMAN RESOURCES DIRECTOR

Basis for Eligibility: _____

1. Employed Full-Time: [ ] Yes [ ] No 2. Agency Code #: _____ Position # _____
3. Entry date to State Service: _____
4. Date completed 6 months full-time or equivalent service: _____
5. Proof of Marriage: _____ (what shown)

Certified Eligible By:

Authorized Human Resources Director Name: _____ Date: _____

Signature: _____ Phone: _____

Appointing Authority's Signature: _____

Section V: FOR HRD USE ONLY

Date Received: _____ Personnel Administrator: _____ Date: _____

Rev.6/97

NOTES

PARTICIPANT REGISTRATION FORM

Please use this form to enroll in programs you would like to attend. Send it to your Department Training Liaison Office (DTLO) listed in the front of this catalogue. You and your supervisor must sign this form below (#❸).

❶ **Program Information**

Title:_____

Program # (from catalogue): _____

Program Date(s):_____ Fee $_____

Location:_____

❷ **Participant Information**

Name: _____

Department:_____ Division:_____

Work Address:_____ Floor:_____

City:_____ Zip:_____

Work Phone ( )_____ Fax # ( )_____

Job Title:_____ Job Grade:_____ Bargaining Unit:_____

E-mail: _____ ManagementLevel: _____

Sex:: [ ] Male [ ] Female

Race: [ ] 1. White [ ] 2. Black [ ] 3. Hispanic

[ ] 4. Asian/Pacific Islander [ ] 5. Native American

[ ] 6. Other:_____

Disability: [ ] Yes [ ] No

Special Needs (Specify):_____

❸ **Signatures: (REQUIRED, OR FORM WILL BE RETURNED)**

Participant:_____

Supervisor:_____

INSTRUCTION

To enroll in HRD programs, send one participant registration form for each program you want to attend to your Department Training Liaison Officer (DTLO)

DO NOT SEND TO HRD

If selected to attend, your DTLO will sign and return the form to you. The entire completed form must be presented for admission on the day of the course.

Notify your DTLO immediately if you must cancel so a substitute can be sent. Programs fees are not refundable.

Refer all registration questions to your DTLO. For additional information, call HRD Registrar at (617) 727-3777 x582. The DTLO's are listed in the front of this catalogue

❹ **Department Training Liaison Officer Information: (For DTLO use Only)**

Once you receive "confirmation" status for this slot from the HRD Training Group, please provide the following information and return this entire form to the participant with instructions to present the form for admission to class.

This admission is to be charged to: (if no charge, provide just the three letter agency code for I.E. No.)

[ ] Invoice: _____ _____ _____ [ ] MMARS: ____ ____ ____ - ____ ____ ____ ____

Dept. Code 3 Alphas Dept. Code 3 Alphas Org. Code 4 digits

Signature:_____ Phone: ( )_____ ext._____

Status on Confirmation Report [ ]**Confirmed** [ ]**Wait List** (If this is checked, please do not attend the class.)

❺ **The HRD Training Group Information (for HRD use only)**

Coordinator:_____ Data entry date:_____ Initials:_____

❻ **Cancellation Policy**

Slots requested cannot be canceled or substituted for other courses. Scheduled participants who cannot attend should notify their DTLO so that an appropriate substitute can be arranged.

Participants must present this completed form for admission to the course.

NOTES

Human Resources Division:

An Investment In Your Future

We Work for Massachusetts' Greatest Resource.....You

Commonwealth of Massachusetts
Human Resources Division
Training Group
One Ashburton Place, Room 1002
Boston, MA 02108